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Stability, Security, Transition & Reconstruction Operations Conference

"Building Partnerships: Planning For Uncertainty, Preparing For Success"

***December 15 - 16, 2010
Arlington, VA***

Agenda

Wednesday December 15, 2010

PANEL—STABILITY IN THE 21ST CENTURY – CHALLENGES TO ADAPTING AND INTEGRATING U.S. NATIONAL POWER APPLICATIONS

PANELISTS:

- Mr. Ken Bruner, Science and Technology Advisor, HQ, U.S. Pacific Command
- Mr. Charles Snyder, Deputy Assistant Secretary of State, International Narcotics and Law Enforcement (S/INL)

PANEL—PERSPECTIVES ON OPERATIONAL LEARNING

PANELISTS:

- Ms. Leanne Smith, Deputy Chief, Peacekeeping Best Practices Section, UN Department of Peacekeeping Operations

PANEL—PREVENTING, MITIGATING AND MANAGING NATURAL DISASTERS & HUMAN CRISES

PANELISTS:

- Ms. Jan Auman, President, Tetra Tech
- Col Brian Masterson, USAF, AFRC SG HQ, Disaster Relief Diplomacy topic
- Marion Pratt, Social Science Advisor, Office of U.S. Foreign Disaster Assistance, USAID

PANEL—ADDRESSING AND OVERCOMING CHALLENGES TO SOVEREIGNTY AND STABILITY

PANELISTS:

- COL Gary DeKay, USA (Ret), USSOUTHCOM; Joint Interagency Training Specialist, Camber Corporation

KEYNOTE SPEAKER

- Gen Doug Fraser, USAF, Commander, USSOUTHCOM

Stability, Security, Transition & Reconstruction Operations Conference

**“BUILDING PARTNERSHIPS:
PLANNING FOR UNCERTAINTY,
PREPARING FOR SUCCESS”**

WHY ATTEND?

Here's what last year's attendees said about the 2009 conference!

- ▶ “Extremely relevant and interesting; definitely recommend continuing these SSTRO Conferences. Thank you!”
- ▶ “Well-done in all respects—high quality, excellent value at good cost.”
- ▶ “Conference provided an excellent balance between policymakers and ‘field practitioners.’”
- ▶ “The quality of the speakers and panels was very high. It did not disappoint, was very relevant, not only to our businesses, but to the world situation in general. It was quite informative. Rarely is there a government/industry conference that holds our attention as this one did.”



DECEMBER 15-16, 2010

WWW.NDIA.ORG/MEETINGS/1450

MARRIOTT CRYSTAL GATEWAY ▶ ARLINGTON, VA

EVENT #1450

WEDNESDAY, DECEMBER 15, 2010

7:00 am	Registration & Continental Breakfast
8:00 am	Welcome & Opening Remarks <ul style="list-style-type: none">▶ Lt Gen Larry Farrell, USAF (Ret), President & CEO, NDIA▶ Mr. Walt Sasser, VP Government Relations, Camber Corporation; NDIA SSTR Division Co-Chairman
8:10 am	Keynote Speaker <i>"Rolling Out the Presidential Policy Directive on Global Development and Quadrennial Diplomacy and Development Review: Direction and Implications"</i> <ul style="list-style-type: none">▶ Amb. Mary Carlin Yates, Senior Director for Strategic Planning and Institutional Reform, National Security Council; Former Ambassador to the Republic of Ghana; and Former Deputy to the Commander for Civil-Military Affairs, USAFRICOM
8:45 am	Panel—Stability in the 21st Century – Challenges to Adapting and Integrating U.S. National Power Applications Moderator: Gen Charles R. Holland, USAF (Ret), Former Commander, USSOCOM; Camber Senior Advisor Panelists: <ul style="list-style-type: none">▶ Mr. John McNamara, Acting Principal Deputy Coordinator, Reconstruction and Stability, Department of State (S/CRS)▶ Ms. Susan Reichle, Deputy Assistant Administrator, Bureau of Policy, Planning, and Learning, USAID▶ Dr. James Schear, Deputy Assistant Secretary of Defense for Stability Operations▶ Mr. Charles Snyder, Deputy Assistant Secretary of State, International Narcotics and Law Enforcement (S/INL)
10:15 am	Break
10:45 am	Panel—Perspectives on Operational Learning <i>Operational organizations — whether civilian or military, national or multilateral — have gained a wealth of experience dealing with the challenges of fragile and conflict-affected states. However, many organizations have difficulty translating lessons gathered into lessons learned. From a U.S. military, U.S. civilian, and United Nations perspective, this panel will explore how operational organizations capture lessons, distill them, and incorporate them in education, training, policy, and doctrine. Particular focus will be given to lessons learned from whole-of-government responses to stabilization, conflict prevention, security sector reform, peace building, and related challenges.</i> Moderator: Gen Chuck Wald, USAF (Ret), U.S. Air Force Director and Senior Advisor, Aerospace & Defense Industry, Deloitte Services Panelists: <ul style="list-style-type: none">▶ Ms. Beth Ellen Cole, Director of Intergovernmental Affairs, U.S. Institute for Peace▶ GEN Carter Ham, USA, Commander, U.S. Army Europe▶ Ms. Leanne Smith, Deputy Chief, Peacekeeping Best Practices Section, UN Department of Peacekeeping Operations▶ Dr. David Abshire, President and CEO, Center for the Study of the Presidency and Congress
12:15 pm	Lunch with Speaker <ul style="list-style-type: none">▶ The Honorable Minister Gerson Martinez, Minister of Public Works, El Salvador▶ Interpreter: Mr. Alvaro Mosquera, Deputy Project Manager, TCS Translations
1:45 pm	Panel—Preventing, Mitigating and Managing Natural Disasters & Human Crises <i>Such disastrous events and situations can cause tremendous strains on both stable and fragile nations, and seemingly are requiring increased attention in respect to frequency and resourcing. What lessons have we learned about how to optimally utilize both inter-agency and private sector assets to provide response, recovery, and reconstruction support?</i> Moderator: Ms. Linnea Gavrilis, Director, Deloitte Consulting LLP Panelists: <ul style="list-style-type: none">▶ Mr. Jan Auman, President, Tetra Tech▶ Mr. Russell Porter, Deputy Coordinator for Latin America & the Caribbean/Haiti Task Team, USAID▶ Col Brian Masterson, USAF, MC, Command Surgeon, Headquarters Air Force Reserve Command▶ Ms. Carol Chan, Deputy Director, Office of U.S. Foreign Disaster Assistance, USAID

3:00 pm	Panel—Addressing and Overcoming Challenges to Sovereignty and Stability <i>Challenges to governance, public-service delivery, and citizen well-being are increasingly complex, having inter-twining roots across economic, social, political and security dimensions. How “we” frame and respond to such conflagrations as gangs and violent crime, trafficking, narco-terrorism, insurgency, and other threats is of critical concern to the immediate nation and the region, including U.S. bi- and multi-lateral interests.</i> Moderator: COL John Agoglia, USA (Ret), <i>Creative Associates International</i> Panelists: <ul style="list-style-type: none">▶ COL Bob Killebrew, USA (Ret), <i>Non-Resident Senior Fellow, Center for New American Security</i>▶ Dr. Charles Vela, <i>President, ExperTech Solutions</i>▶ Dr. David Zimov, <i>Director, Office of Policy Planning and Coordination, Bureau of Western Hemisphere Affairs, U.S. Department of State</i>▶ COL Gary DeKay, USA (Ret), <i>USSOUTHCOM; Joint Interagency Training Specialist, Camber Corporation</i>
4:15 pm	Break
4:45 pm	Keynote Speaker <ul style="list-style-type: none">▶ Gen Douglas Fraser, USAF, <i>Commander, USSOUTHCOM</i>
5:30-6:30 pm	Reception

THURSDAY, DECEMBER 16, 2010

7:30 am	Registration & Continental Breakfast
8:30 am	Opening Remarks <ul style="list-style-type: none">▶ Dr. Lewis Rasmussen, <i>Senior Associate, Tetra Tech; NDIA SSTR Division Co-Chairman</i>
8:35 am	Keynote Speakers <ul style="list-style-type: none">▶ Mr. Michael Markovsky, <i>Bipartisan Policy Center</i>▶ Mr. Blaise Misztal, <i>Bipartisan Policy Center</i>▶ Mr. Matthew Gerke, <i>Bipartisan Policy Center</i>
9:05 am	Panel—Contracting Support for Complex Contingency Operations—Significance of Contracting and Contract Support to Contingency Operations <i>A look forwards and backwards at how contingency operations require different kinds of support than routine operations and how activities arrive at obtaining that support as quickly as possible.</i> Moderator: LTG Scott Black, USA (Ret), <i>former Judge Advocate General of the U.S. Army; BAE Systems</i> Panelists: <ul style="list-style-type: none">▶ Col Denean Machis, USAF (Ret), <i>Director, Management and Accountability, Commission on Wartime Contracting</i>▶ COL Chuck Pede, USA, <i>Chief, Criminal Law Division, Office of the Judge Advocate General</i>▶ Mr. Scott Vick, <i>Vice President, Tetra Tech</i>▶ Ms. Susan Hamrock Mann, <i>Director, Iraq and Afghanistan Task Force, U.S. Department of Commerce</i>▶ Mr. Will Moser, <i>Deputy Assistant Secretary, Logistics Management, U.S. Department of State</i>
10:30 am	Break

11:00 am

Panel—Stabilization through Re-integration and Reconciliation

Stabilization in the aftermath of violent conflict obviously requires disarmament and demobilization. However, sustaining peace is more heavily predicated on the successful re-integration of combatants, insurgents, and displaced populations into societies, along with the development of local economies and governance systems. Particular attention needs to be paid to at-risk populations (including women and youth), as well as to such functional considerations as legal and social justice, land tenure and property rights, livelihoods, and psycho-social trauma recovery when developing and implementing a community-driven stability sustainment plan.

Moderator: Amb. John Blaney (Ret), *Former Ambassador to Liberia; Senior Advisor, Deloitte Consulting LLP*

Panelists:

- Dr. Douglas Stone, USMC (Ret), *United States Institute of Peace, Transportation Security Enterprises*
- Ms. Ayaka Suzuki, *UN Department of Peacekeeping Operations (invited)*
- Ms. Julie Werbel, *Senior Security Sector Reform Advisor, USAID*
- Mr. Karl Wycoff, *Deputy Assistant Secretary, Bureau of African Affairs, U.S. Department of State*

12:15 pm

Lunch with Speaker

- The Honorable Lindsey Graham, *United States Senator (R-SC)*

1:30 pm

Panel—Pacific Challenges & Opportunities

The wide diversity of the Pacific area provides not only multiple operational requirements for stability and security operations, but also many opportunities for economic development and business expansion and partnerships.

Moderator: ADM Tom Fargo, USN (Ret), *Former Commander, USPACOM*

Panelists:

- LtGen John Goodman, USMC (Ret), *Director, Center for Excellence in Disaster Management and Humanitarian Assistance*
- Lt Gen Hawk Carlisle, USAF, *Commander 13th AF, Humanitarian Exercises, USPACOM*
- COL Bill Coultrup, USA, *Director, Legislative Affairs, USSOCOM*
- Ms. Carol Mates, *International Finance Corporation, World Bank*

2:45 pm

Panel—Science and Technology for Peace and Stability — Building and Using Soft Power Tool Chest

Perspective on the new emphasis on developing “tools and technology” to help provide stability and security to fragile or failing nations or regions. Emphasis is being placed on low tech or soft power that can be easily applied to remote areas with a small logistics trail.

Moderator: Amb. David Litt (Ret), *Executive Director for the Center for Stabilization and Economic Reconstruction of the Institute for Defense and Business, University of North Carolina*

Panelists:

- Mr. Ken Bruner, *Science and Technology Advisor, USPACOM*
- Mr. Ryan Paterson, *Deputy Director for the Adaptive Execution Office, Defense Advanced Research Projects Agency*
- Mr. Earl Wyatt, *Director, Rapid Fielding, Office of the Director, Directorate Defense Research & Engineering*
- Mr. Alec Ross, *Senior Advisor, Innovation, Office of the Secretary of State*
- Mr. Bill Bohn, *Project Manager, Science & Technology, Climate Change Modeling & Simulation, Tetra Tech*

4:00 pm

Break

4:20 pm

Keynote Speaker

- Amb. David Johnson, *Assistant Secretary of State, Bureau of International Narcotics and Law Enforcement Affairs*

4:50 pm

Closing Remarks

- Lt Gen Larry Farrell, USAF (Ret), *President & CEO, NDIA*

COL WALT SASSER, USAF (RET)

Walt Sasser joined Camber Corporation in November 2005 as the VP for Government Relations after retiring from the United States Air Force as a Colonel. In twenty six plus years, Sasser served in a number of key assignments. In 1988 he was assigned the senior military assistant to the United States Information Agency and was responsible for integrating interagency information programs (public affairs, public diplomacy and military information support) for Operation Just Cause and Operation Desert Shield/Desert Storm. The vast majority of Sasser's career was in joint assignments ranging from the US Special Operations Command to the Office of the Chairman of the Joint Chiefs of Staff. He culminated his career as the Congressional Liaison for the US Joint Forces Command. Sasser holds a Bachelor of Arts degree in German and Religion from Samford University and a Master of Science degree in Political Science from Auburn University in Montgomery. His military education includes Air Command and Staff College, Joint Forces Staff College, and US Army War College. Sasser is the first NDIA SST Division Chair and is the Conference Chairman. Sasser is attached to Camber Corporation's Strategic Business Development office and is responsible for strategic communications and business development.

AMB. MARY CARLIN YATES

Ambassador Mary Carlin Yates, a senior U.S. diplomat from the Department of State, joined the National Security Council as Senior Advisor for Strategic Planning and Special Assistant to the President in June, 2009. Her previous post was Deputy to the Commander for Civil-Military Activities (DCMA) of U.S. Africa Command. Yates also served as Foreign Policy Advisor (POLAD) to the U.S. European Command for General Jim Jones. She is a career diplomat, Class of Minister Counselor, who began her service in 1980. She has served as U.S. Ambassador to the Republic of Ghana and U.S. Ambassador to the Republic of Burundi; where she worked with President Nelson Mandela on the Burundian Peace Process. She also served in U.S. Embassies Paris, Philippines, and South Korea, and at the Department of State.

GEN CHARLES HOLLAND, USAF (RET)

General Charles R. Holland was the Commander, Headquarters U.S. Special Operations Command, MacDill Air Force Base, FL. As Commander, he was responsible for all special operations forces of the Army, Navy and Air Force, both active duty and Reserve. General Holland entered the Air Force in 1968 after graduating from the U.S. Air Force Academy. He has commanded a squadron, two Air Force wings, served as Deputy Commanding General of the Joint Special Operations Command, and was Commander of the Special Operations Command Pacific. Prior to his current assignment, General Holland commanded the Air Force Special Operations Command at Hurlburt Field, FL, and was the Vice Commander of U.S. Air Forces in Europe at Ramstein Air Base, Germany.

MR. JOHN McNAMARA

John McNamara is Acting Principal Deputy Coordinator for Reconstruction and Stabilization. He is a career diplomat with 26 years in the U.S. Foreign Service, having served previously as Economic and Labor Affairs Counselor at the U.S. Embassy in London. He has also been assigned to Ethiopia, India, Morocco, and South Africa. In Washington, he has worked on Congressional relations, on Israel/Palestine and Libyan affairs, and as a Senior Watch Officer in the State Department's Operations Center. Prior to joining the State Department, Mr. McNamara was a Peace Corps volunteer in Tunisia, a field representative for CARE in Haiti and Pakistan, and a manager for a French civil engineering firm in Paris, Syria, and Saudi Arabia. He is a graduate of Northwestern University in Illinois and did post graduate work at Université de Paris la Sorbonne, the Johns Hopkins School of Advanced International Studies, and Georgetown University's Institute for the Study of Diplomacy. He has a Master's degree in National Security Studies from the National Defense University in Washington, DC. He speaks French, Arabic, Amharic, and Haitian Creole.

MS. SUSAN REICHLÉ

Susan Reichle is the Assistant to the Administrator for USAID's Bureau of Policy, Planning and Learning (PPL). She assumed this role in August 2010. Ms. Reichle was previously the Senior Deputy Assistant Administrator for the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA). Ms. Reichle is a career Senior Foreign Service officer who joined the U.S. Agency for International Development in 1991. She served in Haiti, Nicaragua and Russia as a democracy officer specializing in conflict and transition issues. She served as the Mission Director at the U.S. Embassy in Colombia, one of the largest Country Teams of any Embassy in the world. She was the Deputy Coordinator in the Department of State's newly created Office of the Coordinator for Reconstruction and Stabilization (S/CRS). In addition to her Master's Degree in National Security from the National War College, Ms. Reichle has received two Master's Degrees from the University of Pennsylvania in International Development Appropriate Technology and Government Administration. She received her B.A. in International Relations from James Madison University.

DR. JAMES SCHEAR

Dr. James A. Schear was appointed as Deputy Assistant Secretary of Defense (Partnership Strategy and Stability Operations) on April 27, 2009. A member of the policy team in the Office of the Assistant Secretary of Defense (Special Operations/Low-Intensity Conflict and Interdependent Capabilities), Dr. Schear advises the Department's leadership on all matters pertaining to stabilization and reconstruction operations, foreign disaster relief, humanitarian assistance, international peacekeeping efforts and non-combatant evacuations. He also oversees the Department's efforts to assist foreign partners in their efforts to bolster stability within regions threatened by conflict or extremist violence. Dr. Schear has held research appointments at Harvard University, the Brookings Institution, the Carnegie Endowment for International Peace, the International Institute for Strategic Studies, and the Stimson Center. From 1984-87, he served as Executive Officer of the Aspen Strategy Group. During 1991, he assisted the United Nations Secretariat in planning for the implementation of the Gulf War cease-fire resolutions, and he served as an advisor to the leadership of UN missions in Cambodia and former Yugoslavia. Dr. Schear earned his Ph.D. at the London School of Economics and Political Science. He also holds an M.A. from Johns Hopkins University's School of Advanced International Studies and a B.A. from American University's School of International Service.

MR. CHARLES SNYDER

Charles R. Snyder, Deputy Assistant Secretary, International Narcotics and Law Enforcement, Department of State. He assumed the position of Acting Deputy Assistant Secretary for Civilian Police and African, Asian, and European Programs in January, 2007. He provides program and policy direction for bilateral crime and narcotics assistance programs. Before taking up his current duties, Mr. Snyder served as the Department of State's Senior Representative on Sudan until January 2006. He was charged with guiding the policy and operations associated with bringing the Nawaisha Peace Accords to fruition and ending the crisis in Darfur. Earlier, as Deputy Assistant Secretary, he was policy point person for the Sudan Peace Initiative and framed policy toward east and central Africa. A career intelligence officer and Africanist, he served as National Intelligence Officer for Africa from 1992 until April 1995. Earlier, as Senior Political-Military Advisor, he provided advice to State Africa Bureau on military assistance matters, military exercises and conflict resolution. Mr. Snyder retired from the U.S. Army in 1991 after 22 years of service. He was responsible to the Army Deputy Chief of Staff for Operations for all African military training and security Assistance programs for Egypt, Lebanon and Israel. He received a Bachelor Degree in Economics from Fordham University, a Masters of Business Administration in International Finance from American University, and did post-graduate work in international relations at Catholic University and Howard University.

GEN CHARLES WALD, USAF (RET)

General Charles F. Wald, USAF (Ret), director and senior advisor to the Aerospace & Defense Industry for Deloitte Services LLP since March 2009, is responsible for providing senior leadership in strategy and relationships with defense contractors and Department of Defense program executives. He is a subject matter specialist in weapons procurement and deployment, counter terrorism, national, energy and international security policy. Previously serving as deputy commander of U.S. European Command (USEUCOM), a position he held from 2002 until his retirement from the U.S. Air Force in July 2006, he was responsible for all U.S. forces operating across 91 countries in Europe, Africa, Russia, parts of Asia, the Middle East, and most of the Atlantic Ocean. Prior to that, he served as the U.S. Air Force deputy chief of staff for Air and Space Operations at the Pentagon. He is a graduate of North Dakota State University and received a Master's Degree in International Relations from Troy University. He has also completed coursework at Harvard University and the National War College. He has been awarded an Honorary Doctor of Laws degree from North Dakota State University.

MS. BETH COLE

Ms. Beth Cole is the Director of Intergovernmental Affairs, U.S. Institute of Peace (USIP), and acts as chief coordinator of USIP's external relations with the U.S., foreign state, regional and international governmental organizations. Ms. Cole is lead writer of the first civilian doctrine, Guiding Principles for Stabilization and Reconstruction, released in October 2009. She led USIP's Afghanistan Security Mapping Project and co-chairs the USIP-hosted Working Group on Civil-Military Relations in Non-Permissive Environments, an ongoing forum for the U.S. armed forces, U.S. government agencies and U.S. humanitarian assistance organizations. Among other posts, Cole was director of the Congressional Roundtable on Post-Cold War Relations in the U.S. Congress and a senior fellow at George Mason University's Program on Peacekeeping Policy. Cole was a co-author of the recent RAND book, The Beginner's Guide to Nation-Building (January 2007). Cole received a B.A. in political science and French from the University of Vermont and completed Kent State University's program on international organizations in Geneva, Switzerland.

GEN CARTER HAM, USA

General Carter F. Ham, USA, Commander, U.S. Army Europe. General Carter F. Ham served as an enlisted Infantryman in the 82nd Airborne Division before attending John Carroll University in Cleveland, Ohio. He was commissioned in the Infantry as a Distinguished Military Graduate in 1976. General Ham's early assignments included service at Fort Knox, KY and tours of duty in Italy and Germany. He served a tour as an advisor with a Saudi Arabian National Guard Brigade in Riyadh. From 1999 to 2001 he commanded the 29th Infantry Regiment at Fort Benning then was assigned to United States Central Command serving in Tampa, FL and in Qatar. General Ham was assigned as the Deputy Commanding General for Training and Readiness, I Corps at Fort Lewis, WA in August 2003. In January 2004, he assumed command of Multinational Brigade - North in Mosul, Iraq serving there until February 2005. Returning from Iraq, General Ham served as the Deputy Director for Regional Operations on The Joint Staff. General Ham assumed command of the 1st Infantry Division at Fort Riley, KS in August 2006 and served as the Commanding General until July 2007. He most recently served as the Director for Operations, J3, The Joint Staff.

Ms. LEANNE SMITH

Ms. Leanne Smith is Deputy Chief of the Peacekeeping Best Practices Section at the United Nations Department of Peacekeeping Operations. Prior to her current position, she was Deputy Chief of the Peacekeeping Situation Centre. She served as an Australian Diplomat from 1999-2007. From 2005 to 2007, Leanne was seconded from the Australian Foreign Ministry to the UN in Afghanistan where she worked first as a human rights field officer for UNAMA and then for OHCHR and UNDP as an international technical adviser to the Afghan Ministry of Foreign Affairs. Leanne spent three years (2001-2004) as the Australian Political Secretary in the Balkans covering FRY (Serbia and Montenegro), Kosovo, Macedonia and Romania. Prior to her diplomatic service, she worked as a clerk to the Chief Justice of the Supreme Court of the Australian Capital Territory, for Human Rights NGOs in Indonesia, for the Australian Human Rights and Equal Opportunity Commission (HREOC) on anti-discrimination and indigenous issues, and for the Asia Pacific Forum of National Human Rights Institutions. Leanne received her Master's in Public Policy from Princeton University's Woodrow Wilson School of Public and International Affairs in 2008.

MR. DAVID ABSHIRE

David M. Abshire is President of the Center for the Study of the Presidency and Congress (CSPC) in Washington. He recently served as one of the four co-conveners of the 2006 Congressionally-mandated Baker-Hamilton Iraq Study Group. Dr. Abshire is a 1951 graduate of West Point, where in 1996 he received the Distinguished Graduate Award. Dr. Abshire served as Assistant Secretary of State for Congressional Relations from 1970-1973. From 1983-1987, he was Ambassador to NATO. Dr. Abshire is the author of seven books: *The South Rejects a Prophet*, 1967; *International Broadcasting: A New Dimension of Western Diplomacy*, 1976; *Foreign Policy Makers: President vs. Congress*, 1979; *Preventing World War III: A Realistic Grand Strategy*, 1988; *Putting America's House in Order: The Nation as a Family*, with Brock Brower, 1996; *Saving the Reagan Presidency: Trust Is the Coin of the Realm*, 2005; and *A Call to Greatness: Challenging Our Next President*, 2008. He also wrote an essay for the Fetzer Institute's "Deepening the American Dream" series titled *The Grace and Power of Civility: Commitment and Tolerance in the American Tradition*, 2004. He is editor of *Triumphs and Tragedies of the Modern Presidency: Seventy-Six Case Studies on Presidential Leadership*, 2002, and author of CSPC publications: *The Character of George Washington*, 1999; *Lessons For The 21st Century: Vulnerability and Surprise December 7, 1941 and September 11, 2001, 2002*; and *The Character of George Marshall*, 2005.

MINISTER GERSON MARTINEZ

As Minister of Public Works, Transportation, Housing and Urban Development, Minister Martinez' portfolio includes the primary responsibility for natural disaster planning, preparation, recovery, and reconstruction. In this capacity, he also oversees the ministry's regional engagement in coordinating and standardizing emergency response approaches to catastrophes in Central America. Earlier, Minister Martinez was appointed by the FMLN to lead the drafting of the whole of government strategic plan for then presidential candidate Mauricio Funes, which encompasses such critical public policy issues as transnational organized crime, crime and violence, counter-gangs, anti-trafficking, and tackling government corruption. Prior to his ministerial appointment, Mr. Martinez was elected to and served in El Salvador's National Assembly, representing the FMLN party. During negotiations seeking to end El Salvador's armed conflict, Mr. Martinez served as a lead advisor and analyst to the FMLN negotiation team. Subsequently, he was responsible for the disarmament, demobilization and reintegration of the insurgent forces.

Ms. LINNEA GAVRILIS

Linnea Gavrilis is a Director in the Federal Emerging Markets practice within Deloitte Consulting LLP. She currently serves as the project lead for a cabinet-level agency client designing and deploying an experienced interagency team to support the establishment and management of a program management office in the Middle East. Prior to entering the private sector, Linnea served for 10 years as a Foreign Service Officer. Upon joining Deloitte, she led the development and operation of the Iraq Policy and Operations Group from 2004 to 2008, during which time she worked closely across the interagency with key stakeholders, including Coalition partners, on several key integration strategies, such as the redesign of the Iraq interagency process and the Agency Integration Center. In addition, she led a team that made foundational recommendations on the restructuring of a system used to staff a major US Embassy in the Middle East, including hiring and deploying subject matter expert staff to support the information management and joint strategic planning and analysis.

MR. JAN AUMAN

Jan K. Auman, President, Tetra Tech ARD. Jan has over 28 years of experience managing large, complex development and political transition programs. Included in Mr. Auman's extensive overseas experience is his most recent post as Chief of Party for the USAID West Bank and Gaza Transition Initiative, a 2-year program supporting political reform and conflict resolution. Just prior to this assignment, he served as Chief of Party for the West Bank and Gaza USAID-funded Emergency Assistance Program initiative in response to the deepening Palestinian humanitarian crisis. In this capacity, he assists in the coordination of the Haiti post-earthquake recovery effort in Washington as it supports recovery and reconstruction efforts in the field. Before joining the Haiti Task Team, Russell was a senior advisor in the Office of Transition Initiatives (OTI) in USAID, where he provided strategic advice and assistance to OTI programs worldwide, including Yemen, Somalia, and Pakistan. From 2000 to 2009, Russell served as the Team Leader for Latin America, where he managed and directed the OTI regional portfolio, including the oversight, design, and management of democracy-strengthening and conflict-prevention programs in Venezuela, Cuba, Colombia, Haiti, Peru, Bolivia, and Honduras. Russell holds a BA ('89) from Rhodes College in Memphis, TN, and an MA ('98) in Latin American studies and international economics from the Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University.

MR. RUSSELL PORTER

Russell Porter currently serves as the Deputy Coordinator of the U.S. Agency for International Development's (USAID's) Haiti Task Team. In this capacity, he assists in the coordination of the Haiti post-earthquake recovery effort in Washington as it supports recovery and reconstruction efforts in the field. Before joining the Haiti Task Team, Russell was a senior advisor in the Office of Transition Initiatives (OTI) in USAID, where he provided strategic advice and assistance to OTI programs worldwide, including Yemen, Somalia, and Pakistan. From 2000 to 2009, Russell served as the Team Leader for Latin America, where he managed and directed the OTI regional portfolio, including the oversight, design, and management of democracy-strengthening and conflict-prevention programs in Venezuela, Cuba, Colombia, Haiti, Peru, Bolivia, and Honduras. Russell holds a BA ('89) from Rhodes College in Memphis, TN, and an MA ('98) in Latin American studies and international economics from the Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University.

COL BRIAN MASTERSON, USAF

Colonel Brian Masterson is the Command Surgeon at Headquarters, Air Force Reserve Command, Robins Air Force Base, GA. As Command Surgeon, he conducts major command level policy development for administration, training, and readiness of medical and aeromedical evacuation programs. Colonel Masterson was commissioned in 1984 as a distinguished graduate from the U.S. Air Force Academy. He completed Harvard Medical School through the Health Professions Scholarship Program and was inducted into the Aesculapian Society in 1988. He completed a combined residency in Internal Medicine and Psychiatry at the University of Iowa in 1993. Colonel Masterson is a 2006 graduate of the Residency in Aerospace Medicine program, a Chief Physician and Chief Flight Surgeon, board-certified in both internal medicine and psychiatry. His research is related to development of U.S. Strategy regarding health diplomacy and the use of military forces for the response to complex humanitarian emergencies.

Ms. CAROL CHAN

Carol Chan, Deputy Director, Office Foreign Disaster Assistance. The Office of U.S. Foreign Disaster Assistance (OFDA) is the office within USAID responsible for facilitating and coordinating U.S. Government emergency assistance overseas. As part of USAID's Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), OFDA provides humanitarian assistance to save lives, alleviate human suffering, and reduce the social and economic impact of humanitarian emergencies worldwide.

COL JOHN AGOGLIA, USA (RET)

COL John Agoglia, USA (Ret), Creative Associates International. Prior to his retirement, John was the Director of the Counterinsurgency Training Center in Kabul, Afghanistan. He is a 1980 graduate of the US Military Academy and holds a Master's in Military Arts & Sciences from the US Army School of Advanced Military Studies (SAMS). He was involved in developing CENTCOM's plans for Afghanistan and the war on terrorism. He was also part of the initial planning group that initiated the campaign plan for Iraq. In May of 2003, he served as CENTCOM liaison officer to US Civil Ambassador in Iraq, Paul Bremer, and worked on priority matters including the planning efforts between the Coalition Provisional Authority (CPA) and the military. COL Agoglia was then asked to direct the Army's Peacekeeping and Stability Operations Initiative (PKSOI) at the US Army War College.

COL ROBERT KILLEBREW, USA (RET)

COL Robert B. Killebrew, USA (Ret) is a Non-Resident Senior Fellow at the Center for a New American Security. Killebrew served 30 years he served as a Special Forces platoon leader, an advisor to the Vietnamese airborne division, as a battalion commander in the 82nd Airborne Division, commander of a joint task force in central America under both a regional commander and U.S. ambassador, as the Chief of Staff/plans officer to the U.S. relief mission to Rwanda and as a special assistant in organizing the U.S.-led UN force in Haiti. He served on the Hart-Rudman study on national security requirements for the 21st century, consulted on a several-year series of experiments and wargames on nuclear deterrence and net assessment of future threats. More recently, he supervised a State/DoD study, The Country Team in American Strategy, on enhancing the role of country teams and military assistance programs in pre-insurgency stability operations. He is currently consulting on a variety of studies involving Defense and State Department concepts and requirements for stability operations in future strategy, and is the author of The Left-Hand Side of the Spectrum, a major study on post-Iraq stability operations for the Center for a New American Security. His most recent articles have focused on the growing connection between terrorism and criminal gangs. Killebrew is a graduate of The Citadel and holds advanced degrees in history and international relations.

DR. CHARLES VELA

Dr. Charles E. Vela, President and Chief Scientist, ExperTech. Charles E. Vela is a research and development engineer with over twenty five years of experience leading and managing applications of advanced technologies to large scale and complex systems. For the past twenty years, he has supported the federal government in the acquisition, design, development and deployment of large-scale complex, mission critical, telecommunications systems; information, processing and computing systems; and e-Government infrastructures. As Chief Scientist of ExperTech Solutions, Vela leads its R&D program. Previously, Vela led the design, development, and implementation a Security Portal prototype for EPA. The portal, a service oriented implementation, provided multiple classes of security services to EPA executives and EPA staff. Previously, Vela served as Senior Science Advisor (Chief Scientist) at the Illinois Institute of Technology Research Institute IRS FFRDC. In this capacity, he served in the technical evaluation panel for the selection of the IRS Business Systems Modernization PRIME contractor.

DR. DAVID ZIMOV

Dr. Zimov is Director of the Office of Policy Planning and Coordination for the Western Hemisphere, where he manages strategic planning, U.S. foreign assistance budgets for the Western hemisphere, and outreach to the academic and NGO communities. Dr. Zimov was Deputy Political Counselor at the U.S. Embassy in Bogota, Colombia from 2006-2009, managing the full range of U.S. bilateral relations in Colombia. He was an official Observer for the OAS in Colombia's 2006 Regional elections, and supervised the 30 U.S. observers deployed by the U.S. Government in support of the OAS' successful monitoring effort. Dr. Zimov served on the staff of the National Security Council in the White House Situation Room working on intelligence and counterterrorism-related issues and on former-Secretary of State Colin Powell's staff. Dr. Zimov also managed counterterrorism in Africa at the U.S. Department of State in the Office of the Secretary of State. He has also served as the Political/Military Affairs officer at U.S. Embassy Panama City, Panama working on Panama Canal security; and as American Citizen's Services officer at U.S. Embassy Bogotá managing U.S. Government hostage recovery efforts. Dr. Zimov received his master's in history from the University of Alabama, and his doctorate from the London School of Economics and Political Science in international history. Dr. Zimov twice received the State Department's Superior Honor Award and Medal for his successful work to recover/rescue American kidnapping victims in Colombia, and for his work on counterterrorism in Africa.

COL GARY DeKAY, USA (RET)

Gary DeKay, Interagency Training Specialist, Camber Corporation. Colonel (Ret) Gary E. DeKay currently serves as an Interagency Training Specialist with U.S. Southern Command. Since his retirement Mr. DeKay has been a major voice and leader in advancing interagency integration throughout Latin America and the Caribbean. His efforts resulted in providing the foundation for the first testing of the Department of State Office of Reconstruction and Stabilization during a military exercise. He has been instrumental in incorporating not only U.S. Government agencies, but regional and international organizations in U.S. Southern Command training and exercise events. Mr. DeKay has been recognized as an expert in developing training and exercise scenarios and conditions that require the coordination, collaboration and integration of multi-national military and civil organizations, U.S. Government, regional and United Nations organizations. His efforts span stability operations from humanitarian assistance to gangs, drug trafficking, and Transnational Criminal organizations and activities.

GEN DOUGLAS FRASER, USAF

General Douglas Fraser, USAF, Commander, U.S. Southern Command, comes to U.S. Southern Command from U.S. Pacific Command, where he served as the Deputy Commander from 2008-2009. He is a 1975 graduate of the U.S. Air Force Academy and a native of Colorado. General Fraser has commanded operational units across the U.S. Air Force, including the 12th Fighter Squadron at Kadena Air Base, Japan, the 366th Operations Group at Mountain Home Air Force Base, Idaho and the 3rd Wing at Elmendorf Air Force Base, Alaska from 2000-2002. Following his time at the 3rd Wing, he commanded the Space Warfare Center at Schriever Air Force Base, Colorado and four distinct commands while serving his second time in Alaska, including Alaskan Command, the Alaskan North American Defense Region, Joint Task Force Alaska, and Eleventh Air Force at Elmendorf Air Force Base, Alaska. General Fraser graduated from the U.S. Air Force Academy in 1975 with a Bachelor of Science degree in Political Science. He earned a Master's Degree in Political Science from Auburn University in 1987. He is also a graduate of Squadron Officer School, Air Command and Staff College, National War College, and the Joint Flag Officer Warfighting Course.

DR. LEWIS RASMUSSEN

Dr. Lewis Rasmussen (Tetra Tech), NDIA SSTR Conference Co-Chair and Division Co-Chair. Dr. Lewis Rasmussen has provided education and training, technical assistance, program management and leadership in the areas of conflict prevention, mitigation and transformation for over twenty years. When at the US Institute of Peace (1988 – 2000), his accomplishments included having co-founded their international conflict resolution skills training program, starting and developing their police assistance and Military Fellows programs, and developing ongoing peace and conflict training and policy exercises with the US Army War College, the Inter-American Defense College, the Organization of American States, and with the US Departments of State and Justice regarding democratic and community policing. While leading an international division focused on peace, security and justice for Policy Studies Incorporated (2001-2003), his projects include having assisted USAID develop their police assistance strategy, and having led a joint effort for USAID and the US Army War College Peace Keeping and Stability Operations Institute to improve cross-agency understanding and collaboration. For Tetra Tech, Dr. Rasmussen provides technical assistance, program management, business development and strategic partnering support related to conflict sensitive development for various stabilization, democracy and governance efforts. Some of his recent work has included managing USAID projects on stabilization and reconstruction in Eastern Sri Lanka, and conflict early warning and early response projects in West Africa and for the USAID Conflict Mitigation and Management office in Washington. Dr. Rasmussen holds a Ph.D. in international relations and peace and conflict resolution, has served as an adjunct professor at The American University and the Foreign Service Institute, and has written and published on a variety of peace, security and conflict resolution topics.

DR. MICHAEL MAKOVSKY

Michael Makovsky, Foreign Policy Director, Bipartisan Policy Center (BPC). Michael joined BPC in 2006. He is a foreign policy expert, with a specialty in the intersection of international energy markets and politics with U.S. national security. From 2002-2006, he served as special assistant for Iraqi energy policy in the Office of Secretary of Defense and Director of Essential Services in the Washington office of the Coalition Provisional Authority, the postwar Allied entity that governed Iraq. In those capacities, he advised senior Defense, National Security Council and Energy officials on Iraqi energy policy. Michael is founder and president of MSM Consulting LLC, an energy and political risk consulting firm. Michael has a PhD in diplomatic history from Harvard University, an MBA in finance from Columbia Business School, and a BA in history from the University of Chicago. He has been a visiting fellow at the Claremont Institute and Institute of Contemporary British History, and has spoken at academic conferences in the U.S. and England on Winston Churchill's diplomatic pursuits and worldview. Mike is also the author of the following articles: "The Weekly Standard- Makovsky and Goldstein: "Iran, Oil, and the Carter Doctrine," August 13, 2010; "Stick must remain an option to stop Iran," San Francisco Chronicle, March 21, 2010 "Oil's Not Well in Iraq," The Weekly Standard, March 19, 2007; "Iraq's Oil Progress," The Weekly Standard, August 29, 2008; "Protecting Iraq's Oil," Wall Street Journal, August 16, 2007.

DR. BLAISE MISZTAL

Blaise Misztal joined the National Security Initiative of the Bipartisan Policy Center in September 2007. He is currently completing his Ph.D. in Political Science at Yale University, where his research focuses on determining the ability of democratic political institutions to foster social stability. He also holds an M.Phil. in Political Science from Yale and an A.B. with honors from the University of Chicago. He has contributed to all three of the BPC's "Meeting the Challenge" reports on Iran's nuclear proliferation and is authoring a report on stabilization assistance to fragile states.

LTG SCOTT BLACK, USA (RET)

LTG Scott Black, USA (Ret), former Army Judge Advocate General. LTG Black graduated from California Polytechnic State University with a B.A. degree in Political Science. Following graduation, General Black was commissioned through the ROTC program as an Armor officer. After three years at Fort Ord, California, he went to California Western School of Law in San Diego, where he earned a J.D.. General Black also holds an M.S. degree in National Resource Strategy from the National Defense University. General Black's first duty assignment as a judge advocate was at Fort Bliss, Texas, where he served as the Chief of the Legal Assistance Branch, as a trial counsel and Chief of the Criminal Law Branch, and as a contract attorney. From 2001-2003 General Black served as the Assistant Judge Advocate General for Military Law and Operations, and from 2003-2005 as the Commanding General and Commandant of The Judge Advocate General's Legal Center and School. In October 2005 General Black was appointed the 37th Judge Advocate General of the United States Army. General Black attended the Judge Advocate Basic and Graduate courses, the Army Command and General Staff College, and the Industrial College of the Armed Forces.

COL DENEAN MACHIS, USAF (RET)

Col Denean Machis, USAF (Ret), Director, Management and Accountability, Commission on Wartime Contracting. Col Machis retired from the Air Force in May 2009 as a colonel with over 27 years of acquisition and contracting experience. She has experience as Principal Assistant Responsible for Contracting in Afghanistan in 2007, as well as five years as Air Force Contracting Career Field Manager; both positions involved the contingency-contracting policy, organizational, and workforce issues now under study by the Commission. Denean has had Air Staff assignments including Chief of Air Force Contracting Policy, Military Assistant to the Principal Assistant Secretary (Acquisition), and Chief of Paperless Contracting.

COL CHUCK PEDE, USA

Colonel Chuck Pede is currently the Chief, Criminal Law Division, Office of The Judge Advocate General, Department of the Army. He was most recently assigned as the Staff Judge Advocate, United States Forces-Iraq from May 2009 to May 2010. His previous assignments include Staff Judge Advocate, 10th Mountain Division, Legislative Liaison, Office of the Army Congressional Liaison and a variety of other assignments to include defense counsel, trial counsel, Chief of Military Justice, Chief of Administrative Law and personnel assignments officer. His schooling most recently includes the Industrial College of the Armed Forces.

MAJ SCOTT VICK, USA (RET)

Scott Vick is the Vice President for Middle East Construction Operations for Tetra Tech. Scott received a BS in Civil Engineering from Tennessee Tech University. In addition to working at Tetra Tech, Mr. Vick was a Major within the US Army Reserves. His unit was deployed from February 2003 until March 2004 in support of Operation Iraqi Freedom and attached to the 101st Airborne Division (Air Assault). He was heavily involved in the engineering reconstruction efforts within Northern Iraq. He was again deployed from February 2005 until August 2005 to support the Multi National Support Transition Command – Iraq (MNSTCI). As the MNSTCI representative in Mosul, he led the Iraq Security Force reconstruction effort for Northern Iraq.

MS. SUSAN HAMROCK MANN

Ms. Hamrock Mann currently serves as the Director of the Iraq and Afghanistan Investment and Reconstruction Task Force at the Department of Commerce. Prior positions include serving as the Senior Advisor to Iraq's Ministry of Trade. In this role Ms. Hamrock Mann provided operational advice to senior Ministry officials and served as the Ministry's liaison to the Coalition Provisional Authority. In addition to advising the Ministry on domestic and international trade and private sector development issues, she provided guidance on the Ministry's six state-owned entities, and the Public Distribution System. Ms. Hamrock Mann has many years of experience with the Department of Commerce's International Trade Administration in international trade policy, negotiations, trade law and regulation, business development and advocacy. She has a Master's degree in business administration from George Washington University. Ms. Hamrock was the 2004 recipient of the Department of Commerce's Gold Medal Award.

MR. WILL MOSER

Will Moser became the Deputy Assistant Secretary of Logistics Management on August 26, 2006. Since entering the Foreign Service in 1984, Will has served in a wide range of regions and disciplines, including financial management, political military affairs and energy affairs. From June 2005 to August 2006, he served as director of the Bureau of Administration's Office of Global Support Services and Innovation where he was on the forefront of the Department's efforts to improve management services delivery overseas and domestically. Beginning in October 2003, he served as the Deputy Executive Director of the European and Eurasian Affairs Bureau. Will was Management Counselor in Kiev, Ukraine from 2001 to 2003, where he was awarded the Department's Leamon R. Hunt Award for Administrative Excellence in 2003. Will served as General Services Officer in Bamako, Mali, Consular Officer and Staff Assistant in Bonn, Germany, Disbursing Officer in Cairo, Egypt, Administrative Officer in Paramaribo, Suriname, Administrative Officer, and later Energy Attaché, in Almaty, Kazakhstan. In Washington, Will has also served in the Political Military Bureau as a Political Military Affairs Officer and as a Post Management Officer for the Bureau of Near Eastern Affairs. Will Moser is a member of the Senior Foreign Service with a personal rank of Minister Counselor. In addition to the Leamon R. Hunt Award he has four Meritorious Honor awards and three Superior Honor awards. Will holds a BA in political science from the University of North Carolina, Chapel Hill, and studied politics as a Rotary International Fellow at the University of Cologne in Germany. He speaks Russian, German, and French.

AMB. JOHN BLANEY (RET)

John W. Blaney, former Ambassador to Liberia, Senior Advisor, Deloitte Consulting LLP. As U.S. Ambassador to Liberia (2002-2005), John Blaney successfully ended a 14 year civil war on the battlefield and played a key role in removing warlord Charles Taylor from power. He also conceived and implemented much of Liberia's multilateral post-war stabilization and recovery program in order to ensure peace, democratic transition and nation-building, which included the disarmament of approximately 110,000 combatants from three armies. For his accomplishments in Liberia, he was received multiple distinguished awards. He also served in South Africa, as the U.S. Deputy Representative to the Economic and Social Council (ECOSOC) of the United Nations, and is a specialist and author on Russia (Successor States to the USSR). As Minister-Counselor in Moscow, he repeatedly warned Washington of growing instability in the Soviet Union before it collapsed. Mr. Blaney is also an arms control expert, working in that capacity on key issues for both the Executive Branch and the U.S. Congress and is the principal author of the U.S.-USSR Nuclear Risk Reduction Center Agreement. An economist as well, Mr. Blaney worked at the U.S. Treasury and Department of State on financial and economic issues. A former U.S. Army officer and teacher at West Point, his degrees are from Syracuse University (BA), and Georgetown University (MSFS).

MAJGEN DOUGLAS STONE, USMC (RET)

Major General Douglas Stone, USMC (Ret), USIP, Transportation Security Enterprises. Major General Stone recently relinquished the position of Deputy Commanding General, Detainee Operations, Multi-National Force-Iraq and Commander, Task Force 134, commanding all detention operations at Camp Cropper, Camp Bucca and Camp Ashraf. He was nominated for Lieutenant General and was to be head of Marine Forces Reserve and Marine Forces North. Major General Stone was commissioned a second lieutenant in the Marine Corps after graduating from the United States Naval Academy in 1973. He served on active duty until 1978, holding positions of Weapons Platoon Commander, Company Executive Officer, and Battalion Assistant Operations Officer and Commanding Officer, Company A, Marine Barracks, Guam.

MS. AYAKA SUZUKI

Ayaka Suzuki, United Nations (UN) Department of Peacekeeping Operations (DPKO). Ayaka Suzuki has been serving as Senior Political Affairs/Planning Officer in the United Nations Stabilization Mission in Haiti (MINUSTAH) since March 2005. Previously, she was Political Affairs Officer in the Africa Division DPKO at UN Headquarters in New York, and was involved in the start-up and daily management of the peacekeeping missions in Burundi (ONUB), the Democratic Republic of the Congo (MONUC) and Sierra Leone (UNAMSIL). Prior to her position at DPKO, she served as Programme Director of Parliamentarians for Global Action (PGA), an international organization of 1,200 democratically elected legislators from over 100 countries. While at PGA, she directed and implemented its Peace and Democracy and Empowerment of Women programmes. She also developed a project on parliamentary oversight of the security sector with the Stockholm International Peace Research Institute (SIPRI) and worked on a number of capacity-building activities aimed at strengthening the role of parliaments in emerging democracies in Africa and Latin America with UNDP. She obtained a Master's degree in International Affairs from Columbia University, where she formulated her own specialization in "multi-dimensional global security studies." She also has a Bachelor of Arts degree in Political Science Magna cum Laude from Barnard College, Columbia University.

Ms. JULIE WERBEL

Julie Werbel, Security Sector Reform Advisor at USAID. Julie's fellowship focused on security sector reform, with the goal of making the sector's activities more consistent with democratic norms and sound principles of good governance. She traveled extensively for consultations in Guinea, the West Bank and Gaza Strip and also to Florida to brief US Central Command. Prior to her fellowship, Julie worked with DFI Government Services as Program Manager for their Africa Center for Strategic Studies (ACSS). She has also served in the State Department mission in Zaire and as a Peace Corps volunteer in Chad. She holds an MA in International Security Studies and African Political Development from the Fletcher School at Tufts University.

MR. KARL WYCOFF

Deputy Assistant Secretary Karl Wycoff, Bureau of African Affairs, Department of State. Mr. Wycoff's previous posts were Deputy to the Ambassador-at-Large and Coordinator for Counter-Terrorism. He managed the counter-terrorism programs in such key areas as law enforcement, border patrol, finance, research and development, public diplomacy, and homeland defense. Overseas assignments include Rangoon (Myanmar), China. He has been Deputy Country Director for the Pacific Islands, Burma and Thailand. He holds a B.A. and M.A. from the University of Georgia.

SENATOR LINDSEY GRAHAM

The Honorable Senator Lindsey Graham, South Carolina. A native South Carolinian, Graham earned his undergraduate and law degrees from the University of South Carolina in Columbia. Senator Graham logged six-and-a-half years of service on active duty as an Air Force lawyer. Upon leaving the active duty Air Force in 1989, Graham joined the South Carolina Air National Guard where he served until his election to the U.S. House of Representatives in 1994. During the first Gulf War, Graham was called to active duty and served state-side at McEntire Air National Guard Base. Since 1995, Graham has continued to serve his country in the U.S. Air Force Reserves and is one of only two U.S. Senators currently serving in the Guard or Reserves. He is a colonel and is assigned as a Senior Instructor at the Air Force JAG School. In 1988, Graham went into private law practice and in 1992 was elected to the South Carolina House of Representatives. In 1994, he became the first Republican to represent South Carolina's Third Congressional District in Washington since 1877. He serves on six committees in the U.S. Senate: Aging, Armed Services, Homeland Security and Governmental Affairs, Judiciary, Budget, and Veterans Affairs.

ADM THOMAS FARGO, USN (RET)

Admiral Thomas B. Fargo, USN (Ret) joined the private sector after a distinguished career serving the U.S. Navy and Department of Defense. He served as Commander of the U.S. Pacific Command, leading the largest unified command while directing the joint operations of the Army, Navy, Marine Corps and Air Force from May 2002 until his retirement from the United States Navy in March 2005. Fargo's 35 years of service included six tours in Washington, D.C., in addition to five commands in the Pacific, Indian Ocean, and Middle East, which included Commander-in-Chief of the U.S. Pacific Fleet, Commander, Fifth Fleet and Naval Forces of the Central Command. He earned a Bachelor of Science degree from the United States Naval Academy. He was elected to the Northrop Grumman Board of Directors in 2008, and serves on the Board of Directors for Hawaiian Electric Industries, the United Services Automobile Association, and several small private companies. He also serves on the Board of the Directors of the Japan-America Society of Hawaii, the 'Iolani School Board of Governors, and the Hawaii Pacific University Board of Trustees.

LtGEN JOHN GOODMAN, USMC (RET)

Lieutenant General John F. Goodman, USMC (Ret) is the Director, Center for Excellence in Disaster Management and Humanitarian Assistance (COE). The Center for Excellence is a Department of Defense organization that promotes excellence in international disaster preparedness and management, humanitarian response, peacekeeping operations, and civil-military coordination. The Center works to provide a focal point where regional civil and military leaders come together to explore, prepare and analyze their national preparedness plans in order to rapidly respond to, and manage natural and manmade disasters and complex humanitarian situations. LtGen (Ret) Goodman entered the Senior Executive Service on October 14, 2008 following 41 years of active military service in the United States Marine Corps. His last military assignment was as the Commanding General, United States Marine Forces Pacific. A tactical jet pilot with more than 4100 hours, General Goodman commanded organizations from squadrons and Marine Expeditionary Brigades through Theater Marine Service Component, and possesses far-reaching planning and operational experience. A native of Sacramento, CA, he has a Bachelor's of Science in Business Administration and Accounting from Arizona State University. He is also a graduate of the Marine Corps Command and Staff College, the Marine Corps War College and the United States Pinnacle Strategic Planning course.

Lt Gen Hawk Carlisle, USAF

Lt Gen Hawk Carlisle, USAF, Cdr 13th AF, Humanitarian Exercises, Pacific. General Carlisle is responsible for the command, control and execution of air, space and information operations capabilities across the full range of military operations in the U.S. Pacific Command area of responsibility, excluding the Korea theater of operations. General Carlisle graduated from the U.S. Air Force Academy in 1978. He has served in various operational and staff assignments throughout the Air Force and has commanded a fighter squadron, an operations group and two wings. The general is a Joint Staff officer and has served as the Chief of Air Operations, U.S. Central Command Forward in Riyadh, Saudi Arabia. During that time he participated in Operation Restore Hope in Somalia. He also participated in Operation Provide Comfort in Turkey as Commander of the 54th Fighter Squadron, and Operation Noble Eagle as the 33rd Fighter Wing Commander. The general is a command pilot with more than 3,400 flying hours. Bachelor of Science degree in math, U.S. Air Force Academy, Colorado Springs, Colo. Master's degree in business administration, Golden Gate University, San Francisco, Calif.

COL BILL COULTRUP, USA

Col Bill Coultrup earned his commission from Texas A&M University and joined the US Army in 1984. For the first 4 years, he was as an Armored Cavalry officer with the 2nd Armored Cavalry Regiment in West Germany. In 1989, Col Coultrup volunteered for Special Forces and successfully completed the Qualification course as the distinguished honor graduate. As a detachment commander, he deployed to Southern Turkey in support of Operation Desert Shield/Desert Storm and Operation Provide Comfort in Northern Iraq. In 1991, Col Coultrup volunteered for and was chosen for a Special Mission Unit at Ft Bragg and spent the next 13 years conducting a variety of strategically important and sensitive missions for the National Command Authority. Some of these included operations in Somalia, Bosnia, Operation Enduring Freedom, and Operation Iraqi Freedom. Col Coultrup has also served in the Joint Special Operations Command at Ft. Bragg, NC as an actions officer and as the deputy operations officer. Col Coultrup just completed 3 years as the commander of the JSOTF-P in the Southern Philippines, supporting the Government of the Philippines battle against JI and ASG terrorists in Mindanao. Col Coultrup assumed the duties of the Director, SOCOM Legislative Affairs in Aug 10.

Ms. KATHARINE BARAGONA

Katharine Baragona, World Bank. Kate is a senior bank executive / US lawyer / UK solicitor with over 20 years of international practice and experience. She recently joined The World Bank's Finance, Economics and Urban Development Group in the role of Senior Infrastructure Finance Specialist. A graduate of the UOP-McGeorge School of Law's international programs in Sacramento, California and Salzburg, Austria, Kate also studied Economics & Finance at St. Edwards University in Austin, Texas, and Graphic Design at Louisiana State University in Baton Rouge, Louisiana. Prior to joining The World Bank Group, Kate held positions with Richards Butler (in London & Brussels), Hunton & Williams (in Brussels & New York) and Citibank (in New York & London). She's been a driving force - both as legal counsel and investment banker - in some of the world's most successful public/private development projects: the Caspian Sea concessions and early oil pipeline through Azerbaijan, Georgia and Turkey; the Verbund hydro projects in Austria; Hong Kong and Stockholm's award winning Metro systems; Beijing's 2008 Olympic site; and "Yemen LNG" - that countries highly successful US \$3billion first-ever project financing.

AMB. DAVID LITT (RET)

Ambassador David Litt (Ret), Executive Director, Center for Stabilization & Economic Reconstruction, Institute for Defense & Business, UNC. Ambassador Litt served for 34 years as a career U.S. diplomat, specializing in the Middle East and Southwest Asia. In 2005-2006 he was the third-ranking officer at the U.S. Embassy in Baghdad, Iraq, with the title of Political-Military Counselor, providing policy advice to the U.S. Ambassador, and serving as liaison between the Embassy and the Multi-National Forces – Iraq. His final assignment as a Foreign Service Officer, prior to retirement in 2008, was as the Associate Director for International Liaison at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany. Ambassador Litt entered the Foreign Service in 1974. He served as the U.S. Ambassador to the United Arab Emirates (1995-1998) and as Consul General in Dubai ten years prior. Ambassador Litt was Political Advisor to U.S. Central Command and U.S. Special Operations Command at MacDill Air Force Base, Florida (1998-2004). He received a bachelor's degree with majors in history and French from the University of North Carolina at Chapel Hill in 1971, and a master's degree in International Relations from the Johns Hopkins School of Advanced International Studies.

MR. KEN BRUNER

Ken Bruner, PACOM Science and Technology Advisor, U.S. Pacific Command. Ken Bruner was selected as the HQ USPACOM Science and Technology Advisor in April 2010. He has also served as the Project Development Director for the Science and Technology Office since September 2004, where he was responsible for developing new technology programs and experiment venues to test mature and emerging technology with field operators through the Office of the Secretary of Defense's Advanced Concept Technology Demonstration (ACTD) and Joint Capabilities Technology Demonstration (JCTD) programs. To date he has had 30 A/JCTDs selected for fielding within the Asia/Pacific region as well as five others selected for fielding in other regions and is developing international partnerships for ACTD development with Singapore and the Republic of Korea. Prior to Mr. Bruner's position with the Science Advisor's Office, he had a distinguished 23-year career as an Air Force officer working a wide range of Air Force Research and Development programs in technical and leadership positions; building considerable expertise in electronic combat, radar, and aircraft survivability as well as missile defense, space operations, satellite integration and launch. Mr. Bruner earned a Bachelor of Engineering in Electrical Engineering from Vanderbilt University in 1981 and a Master of Science in Electrical Engineering from the Air Force Institute of Technology in 1987. He also holds DoD level III acquisition certifications in Program Management, Systems Engineering, and Test.

MR. RYAN PATERSON

Ryan Paterson, Deputy Director, DARPA's Adaptive Execution Office. AEO seeks novel technology and system developments that are adaptive both in end function and in the process by which they are developed. AEO also seeks to improve transition worthiness of DARPA programs, in part by establishing and executing a framework for transition that can be applied across the organization, and by developing tools and techniques that increase transition effectiveness. Mr. Paterson is currently focused on improving DARPA's ability to respond rapidly to DoD warfighter's in-theater technology requirements. Mr. Paterson served as a U.S. Marine Corps officer for 13 years and as the DARPA Program Manager for the Command Post of the Future (CPOF) program. He has an MS in Applied Mathematics from the Naval Postgraduate School and a BS in Mathematics from Virginia Polytechnic Institute and State University.

MR. EARL WYATT

Earl Wyatt, Director, Rapid Fielding Directorate (RFD), Directorate Defense Research & Engineering (DDR&E). Mr. Wyatt is the Director of Rapid Fielding in the office of the Director, Defense Research and Engineering. Mr. Wyatt is responsible for policy, oversight and initiation of discovery, development, and delivery of advanced technology concepts, demonstrations and prototypes for improved military capabilities to counter unconventional and time-sensitive threats. Mr. Wyatt served in the United States Air Force for more than 26 years, achieving the rank of Colonel, and he was Air Force Acquisition Professional Development Level III Program Manager until his retirement. Upon retiring, he assumed a position in September 2009, as a Defense team Principal, Science and Technology and Unmanned Systems Subject Matter Expert for Booz Allen Hamilton. As the DARPA Unmanned Combat Air Vehicle (UCAV) Program Manager. Mr. Wyatt's Air Force assignments included serving as Aeronautical Systems Center's (ASC) Director of Plans and Programs, responsible for strategic and developmental planning, and F-16 Chief of Product Development, responsible for integration of Night Vision capability to enable 24-hour F-16 operations during the Kosovo conflict. He also served as Chief of F-16 International Programs, responsible for air vehicle capability enhancement deliveries to Greece, Portugal, Singapore and Korea. Mr. Wyatt is a native of Brooklyn, New York, and holds B.S. degrees in Physics from Syracuse University and Electrical Engineering from the Air Force's Institute of Technology. He has M.S. degrees in Systems Analysis from the University of West Florida, and in National Resource Strategy from the National Defense University, Industrial College of the Air Forces.

MR. ALEC ROSS

Alec Ross, Senior Adviser, Innovation in the Office of Secretary of State Hillary Clinton. Alec Ross is tasked with maximizing the potential of technology in service of America's diplomatic and development goals. Prior to his service at the State Department, Alec worked on the Obama-Biden Presidential Transition Team and served as Convener for Obama for America's Technology, Media & Telecommunications Policy Committee. In 2000, Alec Ross and three colleagues co-founded One Economy, a global nonprofit that uses innovative approaches to deliver the power of technology and information about education, jobs, health care and other vital issues to low-income people. During his eight years at One Economy, it grew from a team of four people working in a basement to the world's largest digital divide organization, with programs on four continents. Alec started his career as a sixth grade teacher in inner-city Baltimore through Teach for America. He is a graduate of Northwestern University.

MR. BILL BOHN

Mr. Bohn has worked at Tetra Tech in Reston, Virginia for more than ten years supporting climate change adaptation, disaster management, modeling, and capacity building and training projects. Mr. Bohn currently supports climate change modeling and adaptation projects in Yemen, Morocco, Syria, and Tunisia and is supporting the IFC with a climate change risk study in Zambia. He also is currently supporting NOAA with developing a week long training course on climate change adaptation for coastal communities. He has supported FEMA providing natural hazard modeling technical support and training to headquarters, the regions, other Federal agencies, state agencies, and local communities. In 2006, he supported USAID with the Indian Ocean Tsunami Warning System. His climate adaptation work includes working with a multidisciplinary team to model potential impacts to several sectors within a country; assessing effects to agriculture, water resources, infrastructure, and livelihoods; and recommending strategies to mitigate these impacts.

AMB. DAVID JOHNSON

Amb. David Johnson, Assistant Secretary of State, Bureau of International Narcotics and Law Enforcement Affairs. David T. Johnson was sworn in as Assistant Secretary on October 31, 2007. Prior to his appointment, Mr. Johnson served as Deputy Chief of Mission for the US Embassy in London from August 2003 until July 2007. He entered the Foreign Service in 1977. He served as the Afghan Coordinator for the United States from May 2002 to July 2003. He served as United States Ambassador to the Organization for Security and Cooperation in Europe (OSCE) from January 1998 until December 2001. Before serving as Ambassador to the OSCE, Mr. Johnson was Deputy Press Secretary for Foreign Affairs at the White House and Spokesman for the National Security Council from 1995 to 1997. Mr. Johnson has also worked in the Department of State on European security issues and as desk officer for Berlin, Austria, and Switzerland; an economic officer at the U.S. Embassy in Berlin; and a vice consul at the U.S. Consulate General in Ciudad Juarez. Before joining the Foreign Service, Mr. Johnson was an Assistant National Trust Examiner with the Treasury Department's Office of the Comptroller of the Currency. Mr. Johnson earned a B.A. in economics from Emory University in 1976. He attended Canada's National Defense College in 1989-1990.

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CREATIVE ASSOCIATES INTERNATIONAL INC., is a private firm providing professional and technical services. Founded in 1977, CREATIVE is based in Washington, D.C., and operates out of 18 field and regional offices worldwide. In rapidly changing environments, such as countries striving to emerge from conflict, CREATIVE assists governments, communities, corporations and nonprofits in improving the quality and delivery of their services to citizens. The firm combines technical expertise with flexibility to build communities' capacities to direct their own development. CREATIVE is owned and managed by women whose professional and cultural backgrounds enhance and inform their leadership of a diverse, dynamic and highly trained staff.

Deloitte.

PROMOTIONAL PARTNERS



Integrated Justice Systems International (IJSI) offers comprehensive criminal justice and rule of law expertise to its clients, from law enforcement and democratic policing to antiterrorism to judicial strengthening and corrections support and reform. IJSI offers technical assistance, education and training, mentoring and capacity-building, logistical and material support as well as full-service architecture/design and construction services. Our support is based on integrity, efficiency and effectiveness. Our breadth and depth of program management experience combined with exceptional technical capabilities, have resulted in a prove-n track record for solid service to U.S. government clients for over 40 years. We are dedicated to providing streamlined, efficient, and strategic capabilities necessary to effectively promote the principles and practices of democratic governance and the rule of law.



Tetra Tech is a leading provider of engineering, construction, program management, and a wide array of technical consulting services worldwide in support of governmental and commercial clients. We are a diverse company with over 330 offices and 12,000 employees worldwide, with expertise in climate and environment, natural resource management and governance, energy, food security, science and research, engineering, construction, information technology, education and training, disaster response and management, security sector strengthening, rule of law and criminal justice support, global development assistance, logistics, and organizational management. Tetra Tech's federal clients include DOD, DOS, USAID, DOJ, DOE, DHS, EPA, MCC, among others. Our strength lies in having consistently provided both targeted stand-alone and integrated services to meet civilian and military client needs for 40 years.



WOULD LIKE TO THANK OUR
PROMOTIONAL PARTNERS!



Deloitte.



TETRA TECH



Mitigating and Managing Human Crises: A West Bank/Gaza Case Study

Jan Auman
President
Tetra Tech ARD

December 15, 2010



Context and Setting

- Palestinian and Israeli conflict
- USG response to human crises
- Tetra Tech supported USAID's implementation of response
 - Approach
 - Impact
 - Lessons Learned





West Bank/Gaza Conflict

10 years of human crises and response

- Second Intifada (2000)
- Closures, curfews, and incursions (2000–2006)
- Death of President Arafat opens political transition (2004)
- Israeli unilateral disengagement from Gaza (2005)
- National election results (2006)
- Donor assistance suspended (2006)
- Hamas assumes control in Gaza (2007)
- Operation Cast Lead in response to continuous missile attacks (2008)
- Continued political uncertainty (2008–2010)

USG Response

- Support U.S. foreign policy objectives toward a viable, democratic Palestinian state living in peace and security with Israel and neighbor countries
- Tetra Tech implemented 3 programs for USAID in support of USG foreign policy





West Bank/Gaza—USAID Response and Tetra Tech Program Implementation

- Emergency Assistance Program (Rafeed)
2002–2008
- Transition Initiatives Program (OTI)
2005–2007
- Civic Engagement Program
2007–present



Emergency Assistance Program (2002–2008)

Approach

- Rapid provision of critical social and economic services to Palestinians through local nongovernmental organizations



Emergency Assistance Program

Impact

- **1.8 million Palestinians** benefited through **158 projects** valued at **\$15.2 million**
- Over **208,721 workdays** generated, mostly for local and semi-skilled workers
- Assistance distributed in **every locality in the Gaza Strip and 60% of West Bank communities** in coordination with 300 different organizations
- **\$11.2 million invested into the Palestinian private sector**



Emergency Assistance Program

Impact, cont.

- Beneficiaries surveyed indicated that assistance was
 - **Timely** (98% targeted when they had an urgent need)
 - **Relevant** (89% said the projects met their need)
 - **Filled unmet needs** (80% had not received similar assistance)
- Promoted USAID brand and USG commitment for peaceful conflict resolution





Emergency Assistance Program

Lessons Learned

- Target rapid response through local expertise, community interface, and ongoing beneficiary validation
- Design emergency/humanitarian programs that are broad in scope
- Utilize an expanded menu of flexible contracting mechanisms
- Localize procurement of goods & services
- Streamline approval systems
- Identify emergency needs and proactively define the response





Emergency Assistance Program

Lessons Learned, cont.

- Strengthen local NGO capacity through service delivery programs
- Decentralize implementation management functions
- Recruit field-based staff that are highly respected and trusted by the community
- Use beneficiary satisfaction surveys to measure impact and adjust program response accordingly



Transition Initiatives Program (2005–2007)

Approach

- Provide high-level political engagement and increased development assistance to support political reform that contributes to a two-state peace accord



Transition Initiatives Program

Impact

- **175 grants** valued at **\$8.3M** programmed to support USG strategic goals
 - Strengthened capacity of Palestinian Authority
 - Supported urgent service delivery by local governments
 - Promoted civil society organizations committed to a peaceful two-state political solution
 - Supported peaceful and fair local and national elections



Transition Initiatives Program

Lessons Learned

- Base strategic programming on proactive political analysis
- Increase visibility/credibility of emerging, moderate leaders
- Implement quick-impact projects responding to critical citizen needs
- Instill hope for peaceful conflict resolution





Civic Engagement Program

(2007–present)

Approach

- Support U.S. foreign policy objectives for creating a viable, democratic Palestinian state living in peace and security with Israel by strengthening civil society organizations that enhance quality of life for Palestinians in the West Bank and Gaza
- In response to human crises resulting from Operation Cast Lead (2008), CEP shifted its focus toward emergency and humanitarian assistance





Civic Engagement Program

Impact

- Provided USG with a rapid emergency and humanitarian assistance mechanism in response to Operation Cast Lead
 - \$20M in humanitarian assistance delivered
 - \$5M in emergency medical supplies distributed
 - \$14.7M in Gaza economic recovery assistance provided
 - Established comprehensive logistical, procurement and commodity delivery network





Civic Engagement Program

Lessons Learned

- Retain flexible rapid response mechanisms in conflict-prone areas
- Utilize international and local NGOs for rapid on-ground service delivery
- Build local capacity for long-term impact
- Establish innovative logistics and transport systems



Summary of Key Lessons Learned

- Activate a flexible, comprehensive rapid humanitarian assistance response mechanism
- Base programs on localized proactive political analysis
- Target and deliver emergency response through respected local community leaders and organizations
- Procure goods and services locally for maximum immediate and long-term impact



Summary of Key Lessons Learned, cont.

- Utilize rigorous ongoing quantifiable impact matrix with independent data validation
- Apply ongoing evaluation results to further target assistance
- Establish innovative logistics, procurement, and commodity delivery network using local services





USPACOM Science and Technology

Soft Power and its use in the Asia Pacific Region



*Mr. Ken Bruner
Science and Technology Advisor
HQ U. S. Pacific Command*

*Kenneth.bruner@pacom.mil
808-477-0795*

December 2010



What does the international community think of the US?





What Role Does S&T Play in Soft Power?

Two basic tenets:

1. Work by, with, and through our international partners
2. Soldier, scholar, industry

Most nations value the development and prosperity that scientific and technological advances bring

First, how do we equip our PACOM ambassadors to engage across the theater?

Second, how do we use S&T to initiate and improve broader military-to-military engagement and interoperability with our allies and strategic partners?

There is so much more we can do, and at PACOM we are open to any and all S&T partnership opportunities that we can tie to our most pressing challenges across our strategic and operational portfolios.

Be cautious of unintended effects/consequences



Common Challenges and Mutual Opportunities

POW/MIAs



Terrorism / Extremism



Humanitarian Assistance

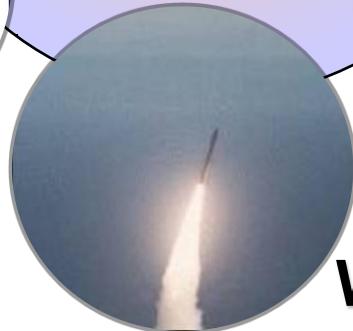


Disaster Relief



Maritime Security

Weapons Proliferation





Common Challenges and Mutual Opportunities

POW/MIAs



Terrorism / Extremism



Weapons Proliferation

Humanitarian Assistance



Disaster Relief



Maritime Security



Two focus areas for S&T

- **Humanitarian Assistance and Disaster Response**
 - **Resilient Communities**
 - **Energy (Renewable energy sources)**
 - **Water (Long term, safe water supplies)**
 - **Prepositioned Expeditionary Assistance Kits (PEAK)**
 - **Education (Distance learning, Mobile Learning Environments)**
- **Regional Maritime Security**
 - **Anti-piracy**
 - **Illegal fishing**
 - **Counter-proliferation**



Maritime Awareness - EEZ monitoring



- Monitor Sealanes and Exclusive Economic Zones
- Record Time, Place, Activity, and Vessel Identification
- Establish behavioral norms - highlight Suspects and Investigate
- Fuse collection information
- Long term oceanographic observation program to support Asian Regional Forum requirements



Technology for affordable Maritime Awareness

Low Cost Dual Use HF OTH Radar

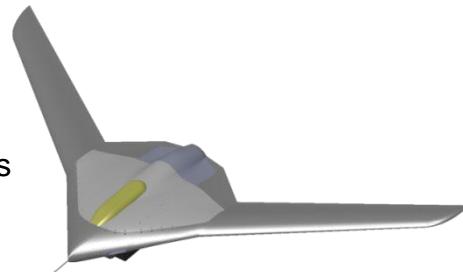


Commercial RADARSAT



Small, low-cost Autonomous UAS

Heavy Fuel
Loiter 33 hours
Power 2.1 kw
Range > 2000nm
Usable payload – 76 pounds
ITAR being worked
Payloads - AIS
 - FMV EO/IR
 - SAR
 - SATCOM





Common Challenges and Mutual Opportunities

POW/MIAs



DISCUSSION

Terrorism / Extremism



Humanitarian Assistance



Disaster Relief



Maritime Security



Weapons Proliferation



Backups



USPACOM Area of Responsibility

36 Countries

Largest developing nations

Little/no fossil energy supply

Abundant renewable resources





PACOM AOR Energy Security Strategy

Developing Energy Security Strategy

Developed strategic themes

Videoconference meetings developed installation-level goals

1. Increase energy efficiency
2. Develop renewable energy resources
3. Reduce greenhouse gas emissions
4. Emphasize sustainability
5. Exercise leadership
6. Explore innovation in advancing energy security
7. Establish cooperative initiatives with host governments

Developing regional assessment and courses of action

Vision (PACOM Energy Partnership and Strategy Council):

“USPACOM will lead the DoD in developing and implementing a regional energy security, energy independence, and energy efficiency strategy for the benefit of the nation, our people, our Pacific partners, and for the stability of the Asia-Pacific region.”



Energy Efficient Water Purification focused on USPACOM HADR

- ID HADR capabilities with respect to small unit and local populace water purification.
- Ten systems assessed in a limited objective experiment as part of Crimson Viper Field Experiment 2010 (CV10) in Sattahip, Thailand.
 - Thai military operators and lab technicians operated the systems and provided subjective feedback
 - Water quality analysis was both subjective (by operators) and objective (lab analysis of samples)



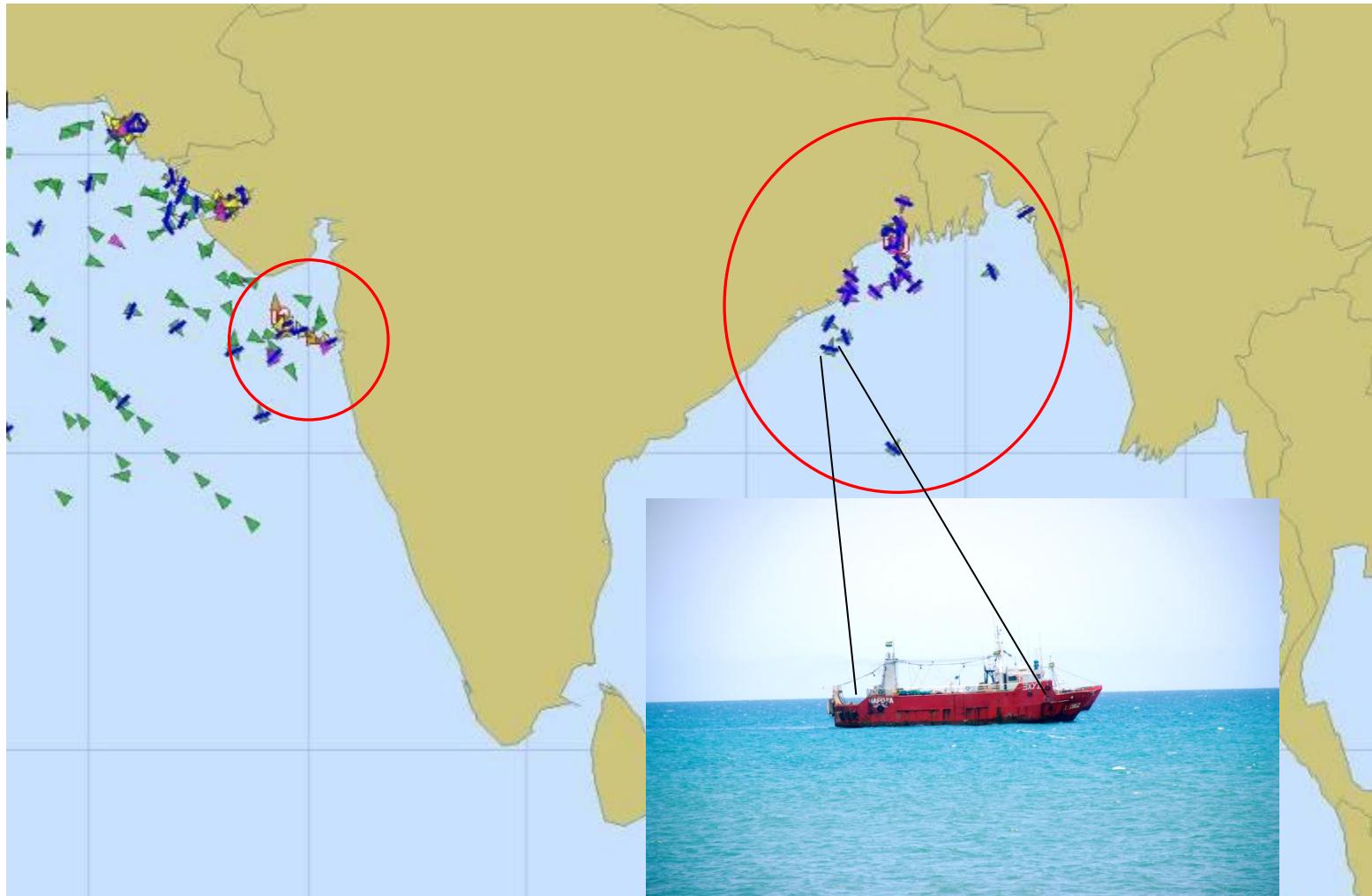
ASPEN WATER 2000DM



UH SLOW SAND FILTRATION



Maritime Awareness - It's not about the Dots...



It's about who puts them there
And Why



What is “Soft Power”?



Posit a definition:

- * **“Soft power is influencing others to act in mutual interest by appealing to shared values”**
Culture, political values, and foreign policies

Compared to “Smart Power” and “Hard Power”

*** Joseph Nye, Dean of Harvard’s Kennedy School of Government**



Which “Power” is Best?

Choosing which power(s) to use depends upon what effect(s) we’re trying to achieve

Soft power is more about winning the peace

Longer-term effects

Moral high ground

Borrowing Brilliance, David Kord Murray

Root cause analysis: “Why is a problem a problem?”

Root problems for warfighting seem to point to higher level problems best addressed by soft power



Fury B - UAS

RTN



UH High Frequency Doppler Radio system specifications

Modulation	FMCW linear chirp
Operating Frequency Range	from 3 MHz up to 30 MHz
Transmitted RF-Power	max. 30 Watts, typically 5-10 Watts
Range, ocean currents	typ. 150 km/ 80 NM @ 12 MHz
Range, targets	max. 250 km/ 135 NM
Range Resolution 3 kHz)	depends on bandwidth c/2B 1.5 km @ 100 kHz, 150 m at 1 MHz (voice
Azimuthal Resolution (Direction Finding)	better than 2 degrees with 4 antennas
Azimuthal Resolution (Beam Forming)	± 4 degrees with linear 16 antenna array coarser with decreasing number of antennas
Systems at hand	5 at University of Hawaii, 4 with partners

Past: Adriatic (ONR), Oahu (NSF), Tehuantepec (CONACyT, NSF)

Present: Philippines (ONR), Oahu (NOAA/DHS)



Crimson Viper Additional Background...

CV is a combined Thai-US military tech development activity with Thai warfighter participation.

Crimson Viper is sponsored annually by PACOM with the following objectives:

Build and maintain relationships with Thai Military through technological demonstrations

Determine the suitability of technologies for inclusion in the Cobra Gold Exercise



PEAK Capabilities

PEAK kits will focus on **water filtration, power generation, situational awareness, and communications** as the key enablers of distributed essential services

Kits will be designed to support the following (notional) operations:

Humanitarian Assistance / Disaster Relief (HA/DR)

Peace Keeping Operations (PKO) support

Remote operations in a tropical environment

Law enforcement / first responder support





PEAK Notional Components



Water & Power

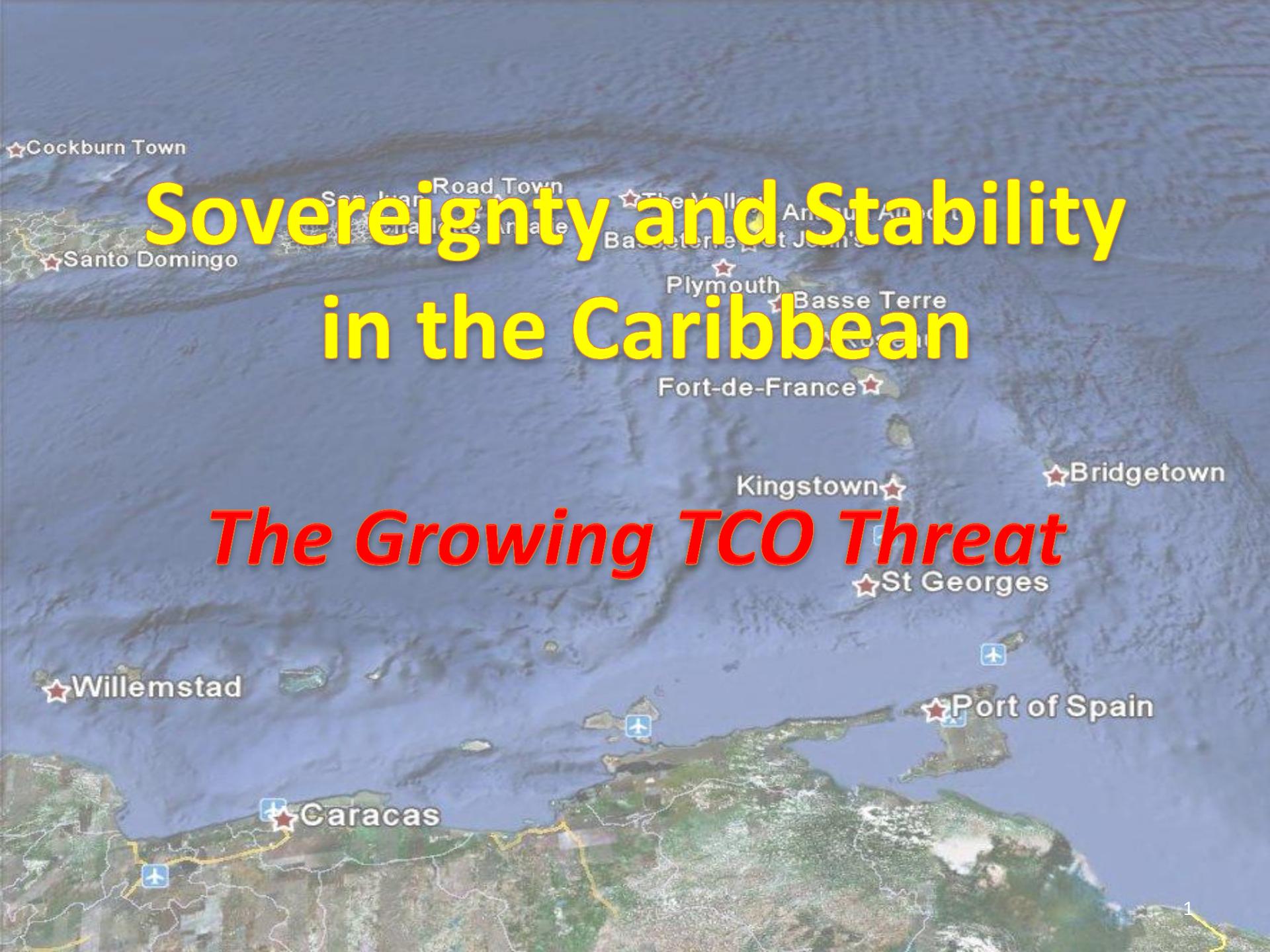
Information & Communications Technology (ICT)



Spiral 1

Spirals 2 & 3

Situational Awareness



Sovereignty and Stability in the Caribbean

The Growing TCO Threat

Sovereignty and Stability in the Caribbean

- Cruise lines have, at least temporarily, pulled out of St. Kitts , Antigua, St Lucia. *Cruise Law News*
- In May 2010, the Jamaican Government's efforts to capture alleged gang leader, Christopher 'Dudus' Coke, led to the death of more than 70 people and the shutdown of the nation's capital for almost a week. . *Jamaica Gleaner Oct 10*
- Caribbean societies are reportedly being devastated by the highest rates of violent crime in the world. *Jamaica Gleaner Oct 10*
- Some of these gangs have long-established ties with the country's politicians. They also have the resources to bribe - or directly challenge - Jamaica's police and armed forces. *Jamaica Gleaner Oct 10*
- Crime has serious impact on Caribbean economies says ECCB governor. *Caribbean News Now Dec 6, 10*

Sovereignty and Stability in the Caribbean

- Why TCO's are such a threat – Max Manwaring

- Gangs and other TCOs contribute significantly to national, regional, and global instability. As they evolve, they generate more and more terror, violence, and instability over wider and wider sections of the political map.
- Gangs, with their TCO allies, are far from being apolitical and unique. They are becoming more and more similar to their politicized insurgent and warlord cousins. They maintain a practical logic that is a continuation of regional politics by other means.
- Gangs and other TCOs use highly sophisticated political-psychological, as well as purely violent ways and means to achieve their objectives.
- These objectives are, primarily, freedom of movement and action within and across national boundaries. The unintended or intended results impinge on the effective sovereignty and security, liberal democratic values of countries and peoples.
- The primary motives of gangs and other TCOs center on group survival and personal gain. Beyond this there are no rules (criminal anarchy).

Sovereignty and Stability in the Caribbean

- The Threat is Growing

- Caribbean Gangs are becoming more violent
 - Robberies and Murders of Cruise Line passengers on the rise
- The “toothpaste effect”
 - Mexico
 - Trinidad
 - Jamaica
- Infusion of TCO expertise
- Weak police and defense forces
 - Jamaica requests \$1 billion
 - CBSI - \$45 million
- Lack of a coherent strategy
- Government corruption

Sovereignty and Stability in the Caribbean

- **Countering the Threat**

- **Caribbean Basic Security Initiative - \$45 million in 2010, \$79 million requested for 2011**

- \$3.7 million for the Regional Security System (RSS), as well as \$7.4 million for USAID-administered initiatives that will be divided among the Organization of Eastern Caribbean States (OECS) countries, Suriname, and Trinidad and Tobago.
- Interceptor boats, support equipment, command and control system, radios, logistical and maintenance support, and training to increase maritime interdiction capability
- Command and control systems, information sharing equipment, and maintenance support for the RSS
- Counternarcotics equipment for RSS units, including video cameras, night vision goggles, bullet-proof vests, radios, and field drug test kits

Sovereignty and Stability in the Caribbean

- Countering the Threat
- Caribbean-U.S. Plan of Action on Security Cooperation
 - *To break the power and impunity of illicit trafficking and related criminal organizations that threaten public safety, citizen security and the stability of our institutions, our Governments are committed to:*
 - I. Substantially Reduce Illicit Trafficking
 - II. Advance Public Safety and Security
 - III. Further Promote Social Justice

Sovereignty and Stability in the Caribbean

• Counteracting the Threat

- Tradewinds – A Foreign Military Interaction Exercise
 - Design based on TCO threat
 - Focus on Operational level planning
 - Incorporates –
 - Partner nation police and defense units
 - Regional Security System
 - US Government partners – DOD, ATF, DEA, FBI, NCIS, USCG
 - Provide a vehicle for promoting participating nations cooperation, stability and interoperability.
 - Provide a vehicle to conduct counter trans-national (TCO) threats and maritime interdiction
 - Exercise collaboration of maritime interdiction among partner nations, JIATF-S, and USSOUTHCOM.

Sovereignty and Stability in the Caribbean

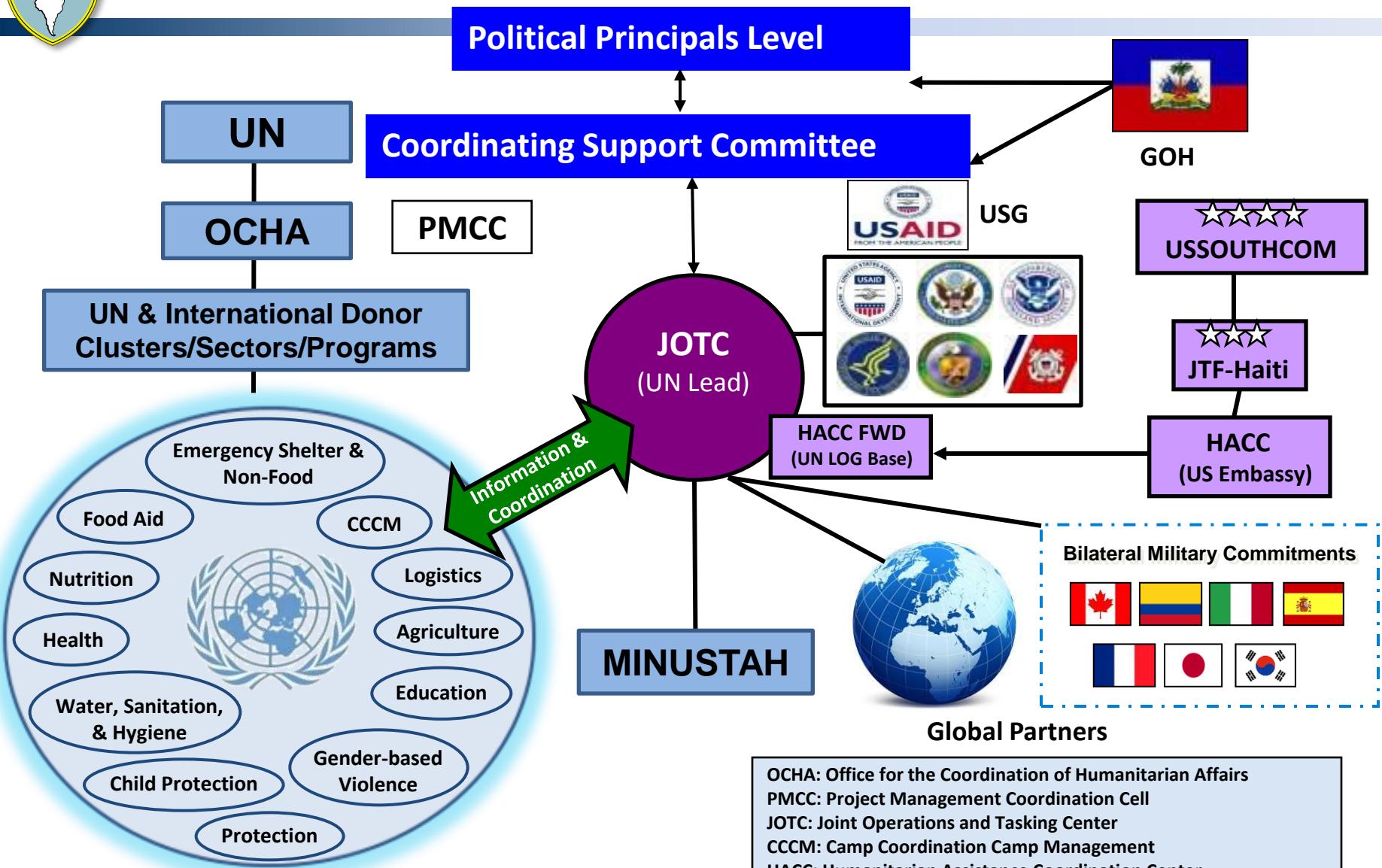
- Concerns

- How great will the “toothpaste effect” be?
- Is CBSI enough?
- How much do gangs need to control to achieve *de facto* “sovereignty.”?
- Is there a potential “domino effect?”



UNCLASSIFIED

International Coordination

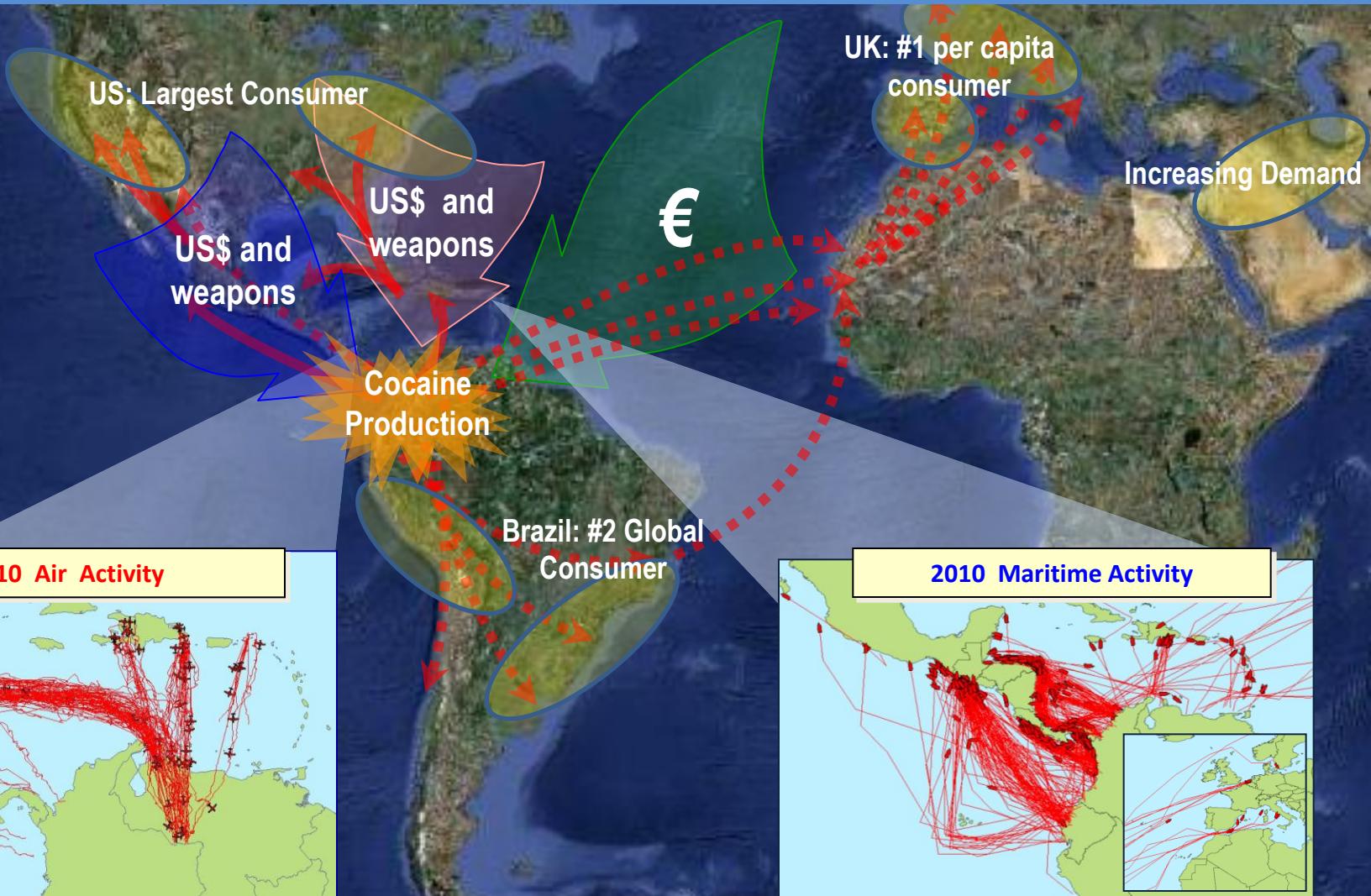




UNCLASSIFIED

Network of Illicit Trafficking

Illegal activities, including drug, human & weapons trafficking and money laundering, is worth **at least \$394 billion a year** global industry.





United States Air Force Reserve

Integrity - Service - Excellence

On Health Diplomacy WHOLE OF GOVERNMENT AND COLLABORATIVE STRATEGIC INTEGRATION



COL BRIAN J. MASTERSON
Command Surgeon

15 Dec 2010 Presentation to the
National Defense Industrial
Association



U.S. AIR FORCE

Structure

- Thesis
- Methodology
- Military Experience
- International Experience
- Alternative Futures and Health Diplomacy Imperative
- Militarization of Complex Humanitarian Emergencies
- Integration
- The Prescription



U.S. AIR FORCE

Thesis

Throughout history militaries have responded to complex humanitarian emergencies, sometimes as a direct result of combat operations but more recently due to natural disasters.

Health diplomacy is the coordination of various instruments that a state or states can employ to support other nations in need while enhancing the donors' influence.

For health diplomacy to be effective there must be a comprehensive strategic posture with policy-driven integration and measurable outcome of security, stability and prosperity.



U.S. AIR FORCE

Introduction

- **Background**
 - Nature of Non-permissive environments and need for rapid response to limit the consequences of natural and man-made disasters
- **Definitions**
 - First International Sanitary Conference – Paris 1851
 - Complex Humanitarian Emergencies – Natsios 1997
- **Research Questions**
 - What is the strategy to successfully employ health resources?
 - What are key components?
 - What has been the military involvement?
- **Methodology**
 - Qualitative case studies
 - Alternative Futures – Schwartz 1991



U.S. AIR FORCE

***NOTHING NEW EXCEPT THE
HISTORY YOU DO NOT KNOW***

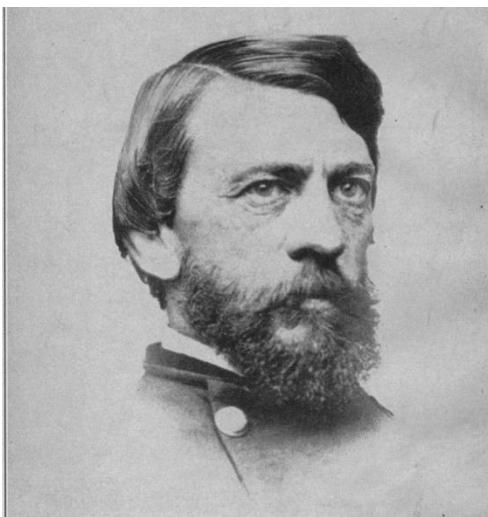
Harry Truman



U.S. AIR FORCE

American Civil War

Antietam 1862





Military Experience

- **Historical Context**
 - Nothing new except the history you do not know - Truman
- **American Civil War**
 - Dr. Jonathan Letterman – Battle of Antietam – Sep 16, 1862
 - Clara Barton – ARC & Dr. Henry Bellows – WCAR
- **20th Century U.S. Military Medicine**
 - The great influenza and malaria – 1918
 - Marshall Plan
 - Viet Nam Conflict
- **21st Century and Globalization**
 - Banda Aceh – Tsunami 2004
 - U.S. Army and Trinidad



U.S. AIR FORCE

International Experience

- Cold-War Era
 - Malayan Emergency 1948-1960
 - Australians in Viet Nam
 - Cuba and health diplomacy
- 21st Century International Actors
 - Haiti – Poor Governance and Poor Coordination
 - Chile – Advanced Planning and Exercising
 - China - Economic Strength X Conflict Resolution



U.S. AIR FORCE

Alternative Futures

- Origins of Alternative Futures
 - Exercises in expanding the realm of possibilities
 - Drivers – Scenarios – Implications – Imperatives
- “*It’s pretty clear now that what looked like it might have been some kind of counterculture is, in reality, just the plain old chaos of undifferentiated weirdness*” – Jerry Garcia
- Executive Global Look – 2045
 - Work began in Sep 2008
 - Four Drivers Identified: K(S&T), Cult, GP Stab, Resources
 - Development of Eight Scenarios led to over 800 Implications
 - Sum of Squares led to identification of 10 Imperatives
- The Health Diplomacy Imperative



Complex Humanitarian Emergencies

- Challenges
 - Strategic Framework
 - Clear Objectives
 - Unambiguous Decisions
- Authority
- Metrics
 - Time period and level of observation
- Leadership
 - Skill sets – Logistical Mindset and Keen SA
- Civil-Military Integration



U.S. AIR FORCE

Discussion – The Integration

- **Greater than the Sum of the Parts**
 - Single strategy
 - Appreciation of diversity of skills
 - Anticipation
- **Criticality of Leadership**

“Somebody has to do something, and it's just incredibly pathetic that it has to be us” – Jerry Garcia

- **Health Diplomacy to Gain Influence**
- **All the world's a stage, And all the men and women merely players – William Shakespeare**
- **Sharing the Experience**
 - Reinventing the wheel



U.S. AIR FORCE

Conclusion – The Prescription

- **Center for Joint Military Medical Strategy and Doctrine**
 - **Need for Unifying Strategy**
 - Authority, Roles and Responsibilities
 - **Need to Develop and Align with Partners**
 - Whole of Government Construct
 - Coalition Partners
 - Major NGO and Influential Individuals
- **Importance of Metrics**
- **Dissemination of Knowledge and Wisdom**
 - **Need Dynamic Knowledge Repository**
 - **Synthesis and Dissemination Lessons Learned**



U.S. AIR FORCE

Questions?

**THE WHOLE OF GOVERNMENT IS GREATER THAN THE
SUM OF ITS PARTS**



USAID
FROM THE AMERICAN PEOPLE

Preventing, Mitigating, and Managing Natural Disasters and Human Crises: the View from USAID/OFDA

Marion Pratt, Social Science Advisor
Office of U.S. Foreign Disaster Assistance (OFDA)
U.S. Agency for International Development



USAID Administrator is the President's Special Coordinator for International Disaster Assistance

Office of U.S. Foreign Disaster Assistance (OFDA)

- Coordinates and manages the U.S. government's response to both natural and human-caused disasters
- Calls upon other federal agencies to provide assistance
- Contracts with and funds international and non-governmental organizations
- Coordinates the U.S. response with that of other countries



USAID
FROM THE AMERICAN PEOPLE

USAID/OFDA's Mandate

- **Save Lives**
- **Alleviate Human Suffering**
- **Reduce the Economic and Social Impact of Disasters**





USAID
FROM THE AMERICAN PEOPLE

FY 2010 USAID/OFDA Disaster Risk Reduction Funding

- DRR Programs:
\$34,551,460
- Integrated DRR and Response Programs:
\$97,136,812
- TOTAL FY 2010 DRR Funding:
\$131,688,272





USAID
FROM THE AMERICAN PEOPLE

OFDA's Engagement with DRR



Multi-level Approach:

- 1. At the country level (host government and implementing partners)**
- 2. At the global level (UN agencies and the WB GFDRR)**
- 3. Within the USG (VDAP and SDR)**



USAID
FROM THE AMERICAN PEOPLE

Examples of Building Host-Country Government Response Capacity



- Sector specialist support
- Flood early warning systems



USAID
FROM THE AMERICAN PEOPLE

Enhancing Global Capacities



- **Global Facility for Disaster Risk Reduction**
- **Program for the Enhancement of Emergency Response**



USAID
FROM THE AMERICAN PEOPLE

Examples of USG Interagency Collaboration

Response:

- Interagency agreements for response
- Interagency Logistics Meetings

Disaster Risk Reduction:

- President's Subcommittee on Disaster Reduction
- Volcano Disaster Assistance Program (VDAP)





USAID
FROM THE AMERICAN PEOPLE

Working with Civil Society

- Zambezi River Basin Initiative
- Compliance with the Hyogo Framework
- Seismic Risk Reduction





USAID
FROM THE AMERICAN PEOPLE

Working with the Private Sector to...

- Coordinate in-kind donations
- Leverage corporate donations
- Create employment opportunities
- Link local entrepreneurs with larger companies
- Work with governments on regulatory reform
- Enhance private sector preparedness: Indonesia and China





Peacekeeping Knowledge Management

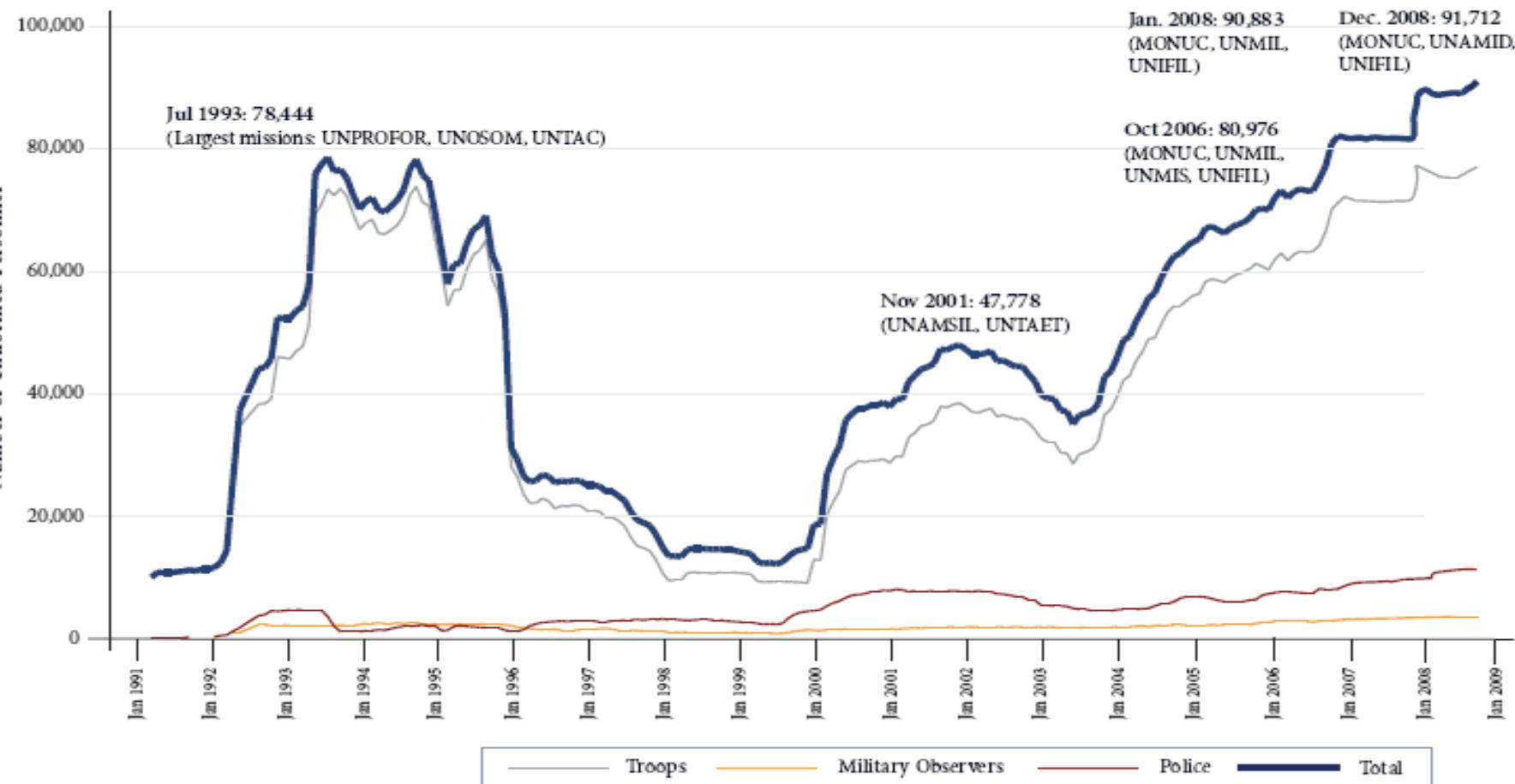
Presentation to NDIA
Stability, Security, Transition and Reconstruction Conference
15 December 2010

Leanne Smith
Deputy Chief, Peacekeeping Best Practices Section
UN DPKO



Continuous growth in scale & complexity

Uniformed Personnel in UN Peacekeeping: 1991- present





Brahimi: Peacekeeping is not temporary!!
Shift from *ad hoc* → institutionalizing a professional system.

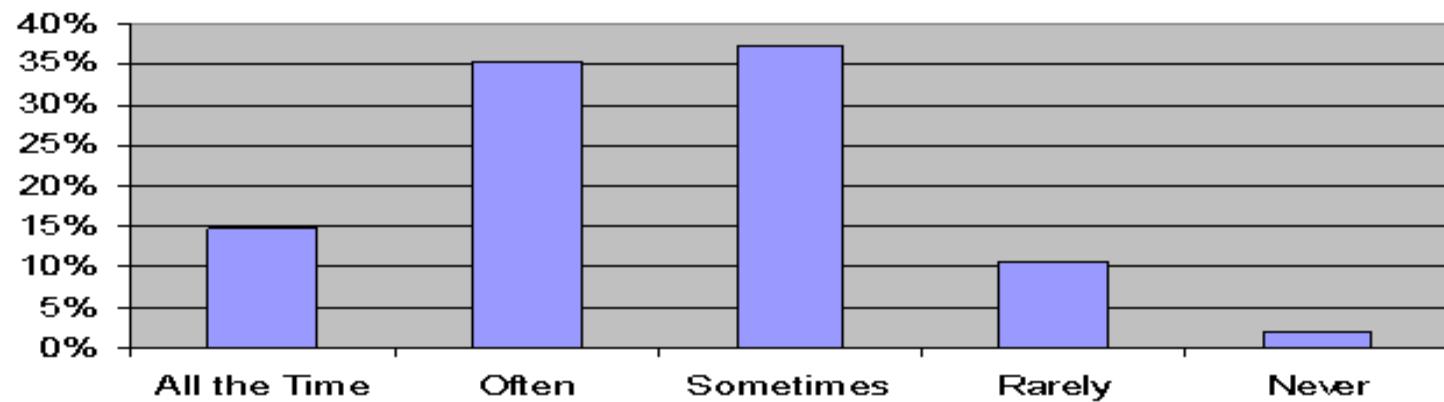
“With peacekeeping having seemingly reached a peak and now a plateau, we have now an opportunity to take further steps towards finding solutions to these challenges ”

USG Le Roy (GA UN Peacekeeping Debate June 2010)



50% staff in 2004 survey reported having to “reinvent the wheel” always or often

Question 3: In your work, how often do you feel that you have to "reinvent the wheel"?





Department for Policy, Evaluation and Training

Improving peacekeeping through policy, practice, partnership and learning

Policy
Planning
Team

Guidance
Team

Knowledge
Management
Team

Integrated Training
Service

Evaluation
Unit

Partnerships
Team

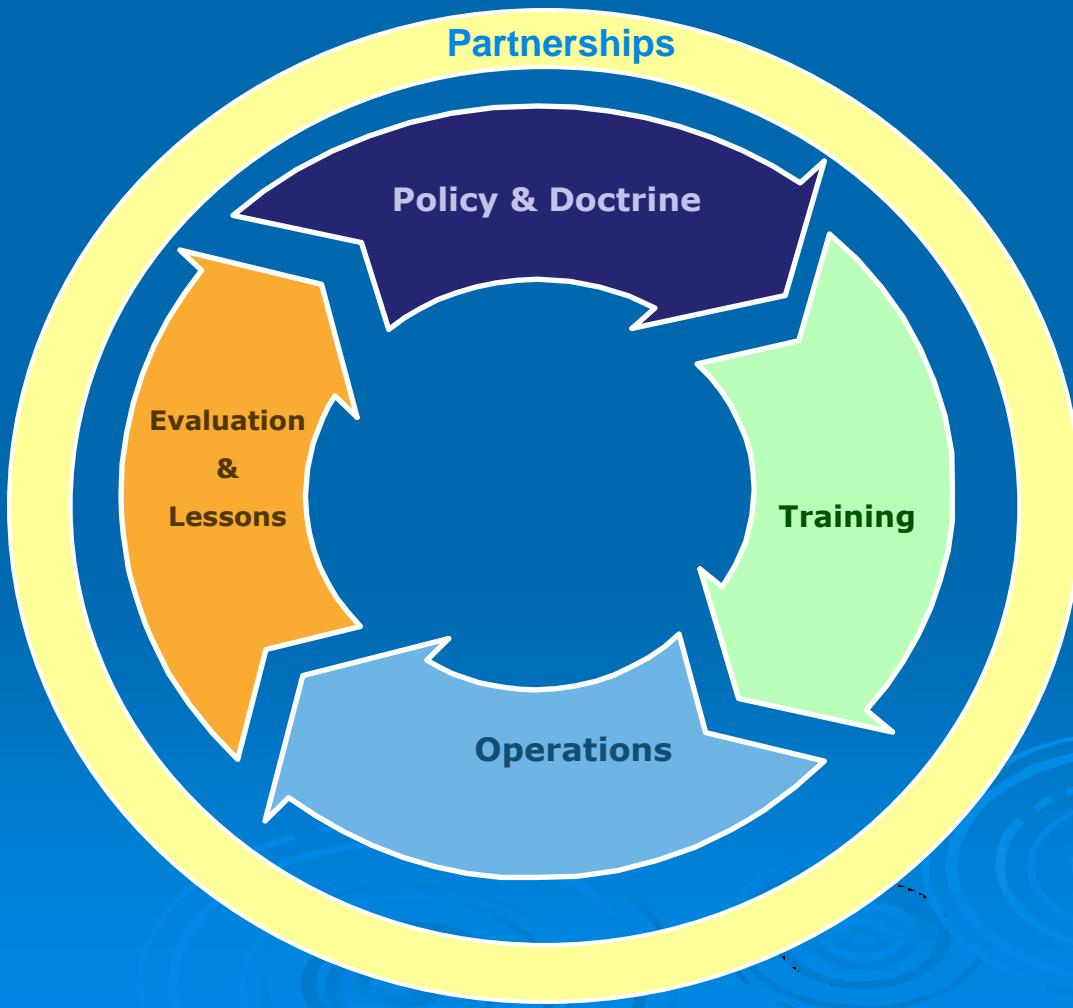
Advisors: Civil Affairs,
Child Protection,
Gender, HIV/AIDS

Field
BPOs & TOs



Learning → Knowledge Sharing

Institution strengthening concept



Guidance and Policy Planning

Guidance framework



1000 Series: Capstone Doctrine:

1.0
Capstone Doctrine

Over the past six decades, United Nations peacekeeping has evolved into a complex, global undertaking. During this time, the conduct of United Nations peacekeeping operations has been guided by a largely unwritten body of principles and informed by the experiences of the many thousands of men and women who have served in the more than 60 operations launched since 1948. This document captures these experiences for the benefit and guidance of planners and practitioners of United Nations peacekeeping operations.

United Nations Peacekeeping Opera Principles and Guidelines

2008

2000 S

Com & Ex

Pol

Pc T

4000 S

P C

Leg

SSR

Reconstruction
Support

6000 Series: HQ Management

6.1
Dept Management

6.2
Planning, Budget,
Oversight

6.3
HR and Travel

6.4
Writing and
Records

Mission Start-up Field Guide

for Senior Mission Manager
of United Nations
Peacekeeping Operation



United Nations
Department of Peacekeeping Operations
and Department of Field Support
February 2008

Version 1.0

United Nations
Department of Peacekeeping Operations
Department of Field Support
Ref.

Policy

February 2008



Authority, Command and Control in
United Nations Peacekeeping
Operations

Approved by: Gutierrez, Under-Secretary-General for Peacekeeping Operations
Approval date: 15 February 2008
Contact: Office of the Military Adviser
Review date: 1 March 2008



2010 Policy and Lessons Learning Agenda

1. Support to Departmental Policy and Doctrine

- Protection of Civilians
- Robust approach to peacekeeping
- Peacekeeping-peacebuilding
- Capability development
- Global Field Support Strategy
- Planning and Oversight
- Integration

2. Roll-out of key policy and guidance documents in 2010

- **Police and Elections Guidelines**
- **Civil-Military Coordination in UN Integrated Missions**
- **Training for all Peacekeeping Personnel**
- **Mission Start-up Field Guide**
- **Gender Policy**

3. Haiti Lessons Learnt and Linking Best Practices to New Horizon and Global Field Support Strategy

Knowledge sharing and management



Knowledge Sharing:

collection & connection

(governed by KS Policy)

- Best Practices Toolbox
- Resources



BP Toolbox

structured way of identifying and sharing best practices and lessons learned in DPKO-DFS

United Nations peacekeeping in the service of peace

Template

United Nations peacekeeping in the service of peace

Template

Survey of [pr]	Name of event/project:
Date of pr	Date or Duration of event/project:
Author name	Team members:
Executive Summary:	Individual who called the AAR:
Description of the practice:	Individual who facilitated the discussion at the AAR:
Methodology:	Background:
Summary of responses:	Objectives of the event/project:
Conclusions:	Achievements/results of the event/project:
Additional resources:	Best practices/what worked well:
	Lessons learned/what did not work well or could be improved:
	Quotes from the AAR:
	Specific actionable recommendations:
	Keywords associated with this AAR:
	Background documents:
	Contacts:

Survey of Practice guidance
After Action Review Guidance and Template, Page 3 of 3

- ♠ End of Assignment Reports
- ♠ After Action Reviews
- ♠ Surveys of Practice
- ♠ Less. Learned Reports
- +
♠ Practice Note
- ♠ Exit interviews



BP Resources

(a) KM Team

- **Analyses BP material to identify trends, issues and good practices;**
- **Coordinates the network of BPOs;**
- **Informs the strategy and policy planning agenda of DPKO-DFS**

(b) Best Practices Officers

- **Help 'recycle' work done elsewhere to save time and resources**
- **Set up learning tools and connect staff to peers in other missions;**
- **Capture lessons from the mission's experience**
- **Policy and practice research**



BP Resources continued...

c) Intranet

THE PEACE OPERATIONS INTRANET

HOME **UN WEBSITES** **PEACEKEEPING RESOURCES** **ORGANIZATIONAL STRUCTURE** **HR REFORM** **Search** **go** **[advanced search]**

Find Information

- iSeek: Secretariat Interiors
- Public Peacekeeping
- UN Website

Resources

- Jobs and HQ
- Field Personnel Division
- Peacekeeping Training
- New to Peacekeeping?
- Peacekeepers Glossary
- Situation Centre Briefings
- Maps & Geographic Info
- Communities of Practice

Connect

- Connect to other Missions
- Find a DPKO HQ Office
- Find a DFS HQ Office
- Help Desk

Policies Under Development

COMPLAINT BOX

PEACEKEEPERS' FORUM

► Haiti Earthquake

► Attack on UN Staff in Kabul, Afghanistan

Telephone Directory

First Name

Last Name

Functional Title

Peacekeeping Vision

Policies & Practices

Knowledge Sharing

Communities of Practice

E-Research Tools

Maps & Geographic Info.

New to Peacekeeping?

Pandemic Influenza

Flexible Working Arrangements

Peacekeeping Training

Situation Centre Briefings

Peacekeepers Glossary

Focal Point for Women

Dear Colleagues, to mark this year's World Environment Day, the United Nations has launched a new website ...read more

Press Clips

210 articles

Uganda role in September 2010. ...read more

Roy at the GA UN

Documents: UNMEE: SOP on Repatriation

Mission Intranets

MINURCAT	UNDOF	UNMIS
MINURSO	UNFICYP	UNMIT
MINUSTAH	UNIFIL	UNMOGIP
MONUSCO	UNLB	UNOCI
UNAMA	UNMIK	UNTSO
UNAMID	UNMIL	

What's New in Peacekeeping!

Schedule for postings of field mission job openings

Monday, 20 September 2010

The recruitment drive to attract qualified internal and external applicants for possible future placement in peaceke ...read more

Defining a Niche for UNMIS Civil Affairs in Support to State Authorit...

Friday, 17 September 2010...read more

News from the Secretariat:iSeek

Greening Peacekeeping, a finalist of the 2010 UN 21 Awards

Thursday, 30 September 2010

Posted: Thursday, 30 September 2010, New York | Author: DM...read more

*** Peacekeeping Policies and Practices**

Browse through materials on HQ and Field policies, procedures and lessons learned.

*** Knowledge Sharing**



BP Resources *continued...*

(d) 25 online knowledge information-sharing networks



(e) PBPS website - PK Resource Hub

<http://www.unprh.unlb.org/PBPS/Pages/Public/Home.aspx>



Processing BP reports and information at HQ

Collect	Sort	Analyze	Consult	Recommend
A stack of numerous blue UN peacekeeping Best Practice reports, each titled 'Best Practices' and containing detailed text and tables.	A yellow computer monitor and keyboard icon, representing the sorting process.	Three yellow documents stacked vertically, labeled 'Major issues & trends per sector'.	An organizational chart showing the structure of UNHQ departments: Under Secretary-General, Front Office, Change Management, Office of Operations, Mine Action Service, Military Division, Police Division, Office of Mission Support, Administrative Support Division, Personnel Management & Support Service, Outreach Management & Support Service, Operational Support Service, Logistic Support Division, Communications & IT Service, and Specialist Support Service.	<p>Different reviews</p> A screenshot of a report titled 'Listening to the Field: A Quarterly Review of Best Practices Identified by UNHQ Staff - First Quarter 2006'. The report includes a bar chart showing the number of best practices identified by different UNHQ units, and a section titled 'Good Practices' listing various operational improvements.

1. Remove issue
2. Handle internally
3. Refer to ESMT

Statistics

May 2006 – August 2010



Intranet - 1235 BP materials:

- 728 BP reports
- 507 mission materials

Authority, Command and Control,
&
Mission Readiness

among the most popular Intranet
documents



BP Community of Practice: 751 queries & replies

Examples of COP questions & replies

- Female recruitment in local police
- Safe storage of UNPOL weapons

Added value of knowledge management



Effectiveness



Lessons informing policy:

- ✓ UNOCI AAR of Civil Unrest/Crowd Control revision → of the Policy on Formed Police Units (2006)
- ✓ MINUSTAH AARs of integrated police & military operations / curbing gang activities → draft Monitoring and Surveillance Technology Policy (2007)



Innovation

- **Community Based Policing:** UNMIS UNPOL working with authorities and communities in 10 states to provide safety and security through use of traditional justice mechanisms, vocation training, literacy drives, village/farm/business watches.



(AAR Community Based Policing in South Sudan, 2008)

Questions?

Bureau for
International Narcotics and Law Enforcement
Affairs (INL)
U.S. Department of State



December 15, 2010

Charles Snyder
Deputy Assistant Secretary

12/13/10/1400

•TOPICS FOR DISCUSSION

- Policy context and how INL fits within the Inter-agency framework?**
- INL's "tools" and how we apply them**
- Forecasting INL Stability, Security, and Reconstruction**
- Operational implications of these efforts for INL**
- INL and the private sector. How can we help each other?**

Policy context and how INL fits within the Inter-agency framework?

• INL participates in or leads discussions on policymaking clusters for international law enforcement and rule of law assistance:

- Ongoing operations that guide INL's roughly \$4 billion in foreign assistance in over 70 countries: country IPCs
- High-level international cooperation on transnational crime: IPC, UN Conventions, G8, EU, etc
- USG policies, organization, capabilities, funding for police and rule of law assistance (QDDR, PPDs, National Strategy on Transnational Organized Crime, NSC-led meetings, etc)
- INL's foreign assistance authorities
- Host Government input and initial assessment balance country needs with U.S. foreign policy and national security priorities
- Annual Country Team "Mission Strategic Plans" and budget justification process have significant inter-agency input

INL's "tools" and how we apply them

- Programmatic tools (training, capacity building, mentoring)
 - INL-led Criminal Justice Sector Assessment Rating Tool
 - INL offices: policy, program, budget, and contract staff
 - Over 20 subject matter experts in police/justice/corrections/security/rule of law assistance for program design and monitoring
 - Implementation via whole-of-government, private sector contracts, grants with NGOs, international orgs, public private partnerships, academia and think tanks
- Diplomatic Engagement through our Country Teams and with international organizations such as the UN, EU, and OAS
- Other tools: Denying visas to kleptocrats, rewards programs

Forecasting INL Stability, Security, and Reconstruction needs in the out-years

- Broad agreement on future threats and challenges: state fragility, transnational crime, organized crime and corruption, terrorism, insurgency, poverty, traditional state-on-state conflict
- Foreign counterparts often lack effective short-term and long term strategies, poor training and equipment, lack of political will, weak institutions
- Providing effective civilian police and rule of law assistance will continue to be challenging
 - More US and international actors in the field
 - Host Country sensitivities about foreign interference
 - Western technological advances often unsustainable: need smart approaches to enhancing law enforcement and justice
 - Balancing traditional foreign assistance with operational law enforcement needs
- USG will need to enhance its 'civilian power' in LE/RoL efforts

Operational implications of these efforts for INL

- Greater focus on conflict prevention
 - Major focus for Secretary of State, important INL component
 - Field experts must improve monitoring and reporting
 - Better analytic tools to target root causes of conflict/instability
- Better crisis response and post-conflict stabilization/reconstruction
 - Flexibility to rapidly deploy advisors to remote/hostile locales
 - INL is part of Civilian Response Corps
 - Build on lessons learned and best practices in Iraq/Afghanistan
- Better utilization of international development practices in civilian police and rule of law assistance
- Improve international peacekeeping efforts
 - Ongoing INL support for missions in Liberia, Haiti, Sudan
 - New INL initiative to build capacity of police-peacekeepers
- Need to work more closely with partners
 - Operational partnerships: EU in Kosovo
 - Burden sharing

INL and the private sector. How can we help each other?

- Interesting subject. We do make use of contractors from the private sector quite frequently. Private sector also has capacity in preventing and detecting transnational organized crime.
- We cooperate with the private sector in areas such as SSTR operations, cybercrime, anti-money laundering, IPR violations.
- For INL police and rule of law programs in the field, the private sector has important global logistics networks, procurement systems, and subsidiary capabilities.
- Very important for in-country life support, security, expertise in law enforcement and international development
- Private sector can assist INL by enhancing its recruitment capabilities: we increasingly need highly skilled State and local LE
- Private sector, particularly large contractors, need to develop more expertise in international development methodology and more actively recruit women.

Bureau for
International Narcotics and Law Enforcement
Affairs (INL)
U.S. Department of State

QUESTIONS ?